st peace college filing

NAME/ LEARNER : TSHINGOMBE -TSHITADI

MODERATOR: MR BENJAMIN

ASSESSOR POL/ ENGI: MR JACSON

DIRECTOR : MANAGER /PRICIPAL : CONIE

ST PEACE COLLEGE / AND A I P

FACULTY : ELECTRICAL ENGINEERING

CREDIT SUBJECT MODULE	**REQUIRE FILING CONTENT SUBMISION.** **ASS .POL / ASS ENGINEERING ELECTRICAL** **COMPLETED WEEK : /**	**CORE , ELECTIVE FONDAMENTAL**	**CREDIT**	**TOTAL MARK**	
ELECTRICAL ENGINEERING **-NATIONAL FRAMEWORK NATIONAL DIPLOMA N, 1TH ,2TH ,3TH SAQA,** **-EXAMINATION NATIONAL N,** **-LEARNER ENGINEEER** **-ASSESSOR**	LEVEL:NQF 1,NQF2,NQF3,NQF4,NQF5,NQF6 N1.N2,N3,N4,N5,N6 L1,L2,L3,L4,L5,L6 LEARNER LP1,LP2,LP3,LP4,LP5,LP6,LEARNER POLICE ASS1,ASS2,ASS3,ASS4,ASS5,ASS6 ASSESSOR, NQF 7,12		250 8 8 8 8 7	AWARD 100 100 100 100 100 100	
SUBJECT **ENGINEERING SCIENCE** **ENGINEERING DRAWING N1/2** **TRADETHEORY ELECTRICAL** **-** **ELECTROTECHNOLOGY** **ELECTROTECHNIC** **MATHEMATICS** **INDUSTRIAL ELECTRONICS** **LOGIC SYSTEM** **EDUCARE** **INDUSTRIEL ORIENT** **PLANING** **TOPIC / POLICING NQF4,5,6** **INFORMATION MANSYST INFO MANAGE SYS**	LEVEL:NQF 1,NQF2,NQF3,NQF4,NQF5,NQF6 N1.N2,N3,N4,N5,N6 L1,L2,L3,L4,L5,L6 LEARNER LP1,LP2,LP3,LP4,LP5,LP6,LEARNER POLICE ASS1,ASS2,ASS3,ASS4,ASS5,ASS6 ASSESSOR, NQF 7,12				
ADM COMMUNICAT SYST					
INVESTIGAT CONDUCT					
TRAFFIC LOW,					
PARALEGAL					
OUTCOM TOTAL CREDIT FILE BALANCE	Hod filing department document need policing				

Assessment police / required : enginnering electrical need

Enginneering ruling subject : investigate thing knowledge wath happened / if no yet policing correct ass/

- Design planing component: nqf 6/5 , ass activity
- Research advenced field n qf :6/5
- Enderg planning o skill planee next years :6/5 ,ass activity
- Development skill component: nqf6/5 ass, activty
- Science natural mathematic chemistri physic : nqf5,5
- Device protection component component skill nqf6
- Ensuring maintenance care component ,;
- Discovering skill nqf/6, nqf
- Idee improvement tpm self no copying idee criminel
- Inspect find fault
- Construction brigde design
- Defense force militairy operationel

Nqf5,6 : policing investigate; RESOLVE OF CRIME / frammework regulatory enginneringg compliance, deliveri,

Crime incidence vehicle

STEP : collating collecting crime information / legal paralegal

crime source information, identify crime , describe crime:analyse crime

translate referal : award degree diplomat 1th , saqa qualification dr congo topic equivalente originator

Engineering Science Assignment (National 4) / translate scotish
SCQF: level 4 (6 SCQF credit points)
Unit code: H23E 74

Schedule Your Free Consultation today!

Inbox

Chief Freddie Fernandez ChiefFreddie@policeassessmentcenterprep.com via cmail20.com Sat, Jan 29, 6:26 AM (1 day ago)

to
Tshingombe

Here's [your download]
No Images? Click here

Thank you again for requesting your *free consultation* to establish your preparation strategies for the upcoming assessment center.

You can Get Promoted!

We noticed you have not yet scheduled your free consultation.

Achieve Your Goal!

Since 1999 we have helped hundreds of dedicated and proactive police officers, like yourself, achieve their goal of a life-changing promotion.

Acquire the **competitive edge** to stand out among all other candidates!

Enter your assessment center prepared to **Get Promoted!**

Click the Blue button to sign up for your **Free Consultation** and learn the quickest way to **Achieve Your Goal!**

If you are like most candidates, you face one or more of these challenges:

- **Concern** over a lack of available preparation time.
- **Fear** of public speaking.
- **Apprehension** regarding the unknown aspects of the assessment center.
- **Frustration** from previous failures or fear of failing.
- **Anxiety** regarding lack of preparation strategies for the assessment center.

Any of these challenges can explode your chances of being promoted.

Imagine walking into the assessment center **feeling *confident* and *prepared!***

- **You have practiced** delivering presentations, conducted role-playing exercises and run emergency scenarios.
- **You can anticipate** the scenarios because you have practiced them before.
- **You deliver** your presentations assertively and without hesitation.
- **You perform** confidently during the assessment center and secure a life-changing promotion.
- **You walk out knowing** you will be at the top of your promotional register.

Police Assessment Center Prep will guide you along the way and show you how to:

- **Conduct** a thorough analysis of your abilities and experience with public speaking.
- **Work on** verbal and non-verbal communications skills.
- **Develop** a thorough understanding of the behavioral dimensions being evaluated.

- **Establish** a *customized study plan* and a timeline to accomplish the plan.
- **Conduct** pre-planning to anticipate topics to be assessed during each exercise.
- **Develop** a list of resources and action plans to address each situation.

- **Implement** a template for each exercise that can be executed properly under pressure.
- **Practice** preparing and delivering presentations under significant time constraints.
- **Evaluate** your abilities using the same dimensions as your assessment center.
- **Prepare** to *overcome* the stress and anxiety that can derail your hopes.

Start the process now of achieving this life changing promotion.

Do what our **#1 scoring candidates** have done and deploy your "***Get Promoted Success Kit***".

This includes 24/7 access to 6 HD training videos and 4 hours of coaching with an *experienced* Chief Officer to guide you on your journey.

The Only Proof of Ability is Performance!

Regards,

Chief Freddie Fernandez

305.772.0595

Chief David Johns

561.718.9589

Police Assessment Center Prep

PACP Mission Statement: To develop excellent Law Enforcement Officers that can demonstrate their knowledge, skills, and abilities on the promotional exam.

Police Assessment Center Prep Welcome Information

Please note: Our systems are connected to your email, so clicking the link below will permanently remove you. We won't be able to send you any videos, discounts or free tips and information to help you Get Promoted!

Continue with caution: Manage Subscription

Preferences | Unsubscribe

fiston tshingombe <tshingombe520@gmail.com>

Sat, Jan 29, 7:09 AM (1 day ago)

to
me

Thank you for your email

his is Agent David Walker , The Online Claiming Agent of the Department of Health and Human Services (DHHS). Your full name is required so that I can check through our database if your NAME is among those who are QUALIFIED for the WINNINGS .....?

January 26 at 6:35 AM

Wed 6:35 AM

You sent

Name tshingombe tshitadi .

David Walker

Okay Please Hold on while I run a verification check on our Database.

David Walker

Congratulations, you're qualify for the grant. This is an empowerment program set up by the Federal Government to help the people of United States. The compensation money given to you by the Federal Government is not a loan. It's a free money to help Retired, Widow, Disabled, Young and Old people. It's also for all workers and the community to support or establish their own business or use it to do all what you needed to live a standard life. We will need to confirm some information before we can start processing your application. Are you ready to fill the application form now?

You sent

January 26 at 8:36 AM

Wed 8:36 AM

David Walker

Dear winner...Are you ready to fill out the form

January 26 at 2:15 PM

Wed 2:15 PM

You sent

Yes
You sent
I m fill
You sent
I fill multi sectorial health project programme integrity sociL healthcare planification healthcare. Health financial care economical healthcare.

January 26 at 3:21 PM

Wed 3:21 PM

David Walker

Full Name:== Full Home address:== Marital Status:== Occupation:== Age:== Male/Female:=== Mobile Number:== Email Address:== Monthly Income:==

January 26 at 8:34 PM

Wed 8:34 PM

You sent

Full mame:==Tshingombe TSHITADI Full home adress:== 103 rockview yeohvill percy street.jhb Occupation:==student engineering Age:==39 years Male:== Mobile number:==0787775373 Email adress:== Tshingombe520@gmail.com Monthly income:== R5000

David Walker

David Walker

THANKS FOR GETTING BACK TO ME ASAP, HOLD ON WHILE I FORWARD AND VERIFY YOUR DETAILS INTO OUR DATABASE.

You sent

Thanks for that

David Walker

CONGRATULATION YOU ONCE AGAIN...... HERE IS YOUR DELIVERY INFORMATION:
David Walker

Ref#: 990078567 Batch#: 9056490602/333 Winning no: DY8901/LPRC Ticket number: 85433900-07844570000 Serial number: 7778551111

You sent

Thank u

David Walker

KINDLY KEEP. THIS NUMBER SAFE IN ORDER TO PREVENT YOUR DELIVER FROM SCAM OR FRAUD.

You sent

Thank u dears

David Walker

NOTE : For security reasons and due to the mix-up of some numbers and names, we ask that you keep this notification strictly from public notice until your claim has been processed and your money remitted. Can you do that to us?

You sent

Okay for your information

David Walker

You're Required to pay ($750) for case file and shipping fee of the winning money, (As authorized). Once you get this Done, your Winning money ($100,000.00) Will be Deliver to you by The FedEx COURIER Company.......And We assure you 100% & Guarantee you that once you Made the Payment, your Winning money will be Deliver to you before 8hrs. THESE ARE THE PURPOSE OF YOUR PAYMENTS.....

1.CLEARANCE FEE : $300 2.CASE FILE FEE : $200 3.DELIVERY FEE : $250 MAKING A TOTAL SUM OF $750

You sent

Thank u dears

David Walker

Are your to make the payment now so I can show you how to make the payment payment....Dear Winner

You sent

I makes a payments 750$

January 26 at 9:06 PM

Wed 9:06 PM

David Walker

Are you ready to make the payment now so that I can tell you how to make the payment to cashier...Dear Winner

You sent

I make it by pay pal..fnb bank

David Walker

Did you have any store around you ...Dear Winner

You sent

Yes

David Walker

YOU HAVE TO MAKE IT TO THE STORE NOW AND PURCHASE AN NIKE GIFT CARD OF $500 IN 1PIECE A ND $250 RIGHT NOW SO WE CAN USE THE CODE TO ACTIVATE YOUR WINNING MONEY OKAY

You sent

Okay

David Walker

How many hours will take you to get to the store...Dear Winner
David Walker
David Walker

Once you get the cards get back to you here with the receipt...Dear Winner

You sent

In store i make 30 minute

David Walker

Alright…once you are with the cards let me know

January 27 at 12:06 AM

Thu 12:06 AM

David Walker

What is going on dear Winner

January 27 at 6:30 AM

Thu 6:30 AM

You sent

The money is on line account

Qualification Handbook
DAO Level 4 Diploma in Electrotechnical
Studies and Practice (Military Engineering) QN: 603/2690/6
Contents1 Introduction
1.1 About us 1.2 Customer Service Charter 1.3 Centre Support
2 The Qualifications
2.1 Overall Objective for the Qualifications 2.2 Pre-entry Requirements 2.3 Unit Content and Rules of Combination 2.4 Age Restriction 2.5 Opportunities for Progression 2.6 Exemption 2.7 Credit Transfer 2.8 Glossary of abbreviations
3 Centre Requirements4 Assessment
4.1 Assessors 4.2 Internal Quality Assurance 4.3 Workplace Assessment 4.4 Expert Witnesses 4.5 Use of Languages 4.6 Simulations 4.7 External Quality Assurance 4.8 Recognition of prior learning
5 Qualification Units
2
1 Introduction1.1 About us
3
The Defence Awarding Organisation is an awarding organisation that understands the specific challenges facing the Armed Forces, enabling us to quality assure learning outcomes that are suited to the needs of this sector. Customer satisfaction is the cornerstone of our organisation and is delivered through an
efficient, customer-led service, providing excellent value for money.
1.2 Customer Service Charter
Our Customer Service Charter outlines the minimum level of service that Centres can expect. The Charter will be reviewed annually and revised as necessary in response to customer feedback, changes in legislation, and guidance from the qualifications Regulators.
1.3 Centre Support
The Defence Awarding Organisation works in partnership with its customers. For help or advice contact:Business Manager Defence Awarding Organisation
Room 108 Trenchard Building
Defence Academy
Shrivenham SN6 8LATel: 01793 314187
2 The Qualification2.1 Overall Objective for the Qualifications

This handbook relates to the following qualification:
- Level 4 Diploma in Electrotechnical Studies and Practice (Military Engineering)This qualification provides the standards that must be achieved by individuals that are to be employed in the ME (Electrician) trade at Class 1

2.2 Pre-entry Requirements
Candidates must have completed a ME Class 2 (Electrician) course and have verifiable
evidence of achievement at Class 2 for all capability units. This will enable Recognised Prior
Learning (RPL) to be applied for LOs previously achieved. If this evidence is not available candidates must provide evidence for all Learning Outcomes.
2.3 Unit Content and Rules of Combination
This qualification is made up of a total of 18 mandatory units and one optional unit. The optional unit (Carry out Overhead Linesman (OHL) tasks) is intended to be taken by nominated candidates as preparation for specific tasks/duties as required by organisational requirements. This unit also appears in the L3 qualification.To be awarded this qualification the candidate must achieve a total 74 credits as shown in
the table below.
4
Mandatory
Units
Unit Reference
Number
Unit Title
Level
GLH TQT Credit
Value
R/616/7458
Determine requirements for a safe
working environment 3 15 20
2

H/616/7500 Manage an Electrotechnical task 4 10 10 1
T/616/7503 Apply Complex Direct Current (DC) theory 4 97 100 10
J/616/7506 Complex Alternating Current (AC) Theory 4 90 90 9
A/616/7518 Apply the theory of complex AC Machines 4 30 30 3
F/616/7519 Complex Electronic Theory 4 28 30 3

A/616/7521 Complex Installations Theory 4 157 160 16
F/616/7522 Complex earthing installations 4 30 30 3
J/616/7523 Install Complex Single and Three Phase Circuits and Components 3 25 30 3
R/616/7525 Inspect Test and Commission Three phase Electrical Installations 3 30 30 3
Y/616/7526 Install HV underground cables (UGC) 4 77 80 8
D/616/7527 Install Control Cables 3 20 20 2
H/616/7528 Install & operate Field Electrical Power Supplies (FEPS) generator sets in parallel 4 18 20 2
K/616/7529 Install and Operate In-Service Containerised Generator Sets 4 10 10 1
D/616/7530 Install and Operate Non-Service Generator Sets In accordance with manufacturers data 3 10 10 1
H/616/7531 Install, operate and test Lighting and Power Distribution Systems (LAPDS) 4 18 20 2
K/616/7532 Manage Electrical Tasks 4 6 10 1
M/616/7533 Design Electrical Installations 4 10 40 4
Total Credits 74
11 Credits at L3
63 Credits at L 4
T/616/7498 Carry out Overhead Linesman (OHL) tasks 3 125 140 14

The detailed content of each of the units are included in Section 5 of this handbook.

2.4 Age Restriction

This qualification is available to learners aged 18 years and over.

2.5 Opportunities for Progression

This qualification creates the opportunity for promotion and progression to Higher Trade Training, if selected to Clerk of Works (E)

2.6 Exemption

No exemptions have been identified.

2.7 Credit Transfer

Credits from identical RQF units that have already been achieved by the learner may be transferred.

2.8 Glossary of abbreviations

Abbreviation	Meaning
AC	Alternating Current
ACoP	Approved Code of Practice
ADS	Automatic Disconnection of Supply
AED	Automatic External Defibrillator
AESP	Army Equipment Support Publication
ATUD (1001)	Authority to Use Documentation
AVR	Automatic Voltage Regulator
BMS	Building Management System
BS	British Standard
c.s.a.	Cross sectional area
CAT	Cable Avoidance Tool
CDU	Catering Distribution Unit
CECC	Cenelec Electronic Components Committee
COSHH	Control of Substances Hazardous to Health
CPR	Cardio Pulmonary Resuscitation
DC	Direct Current
DCT	Data Collection Tool
D of Q	Designation of Quantities
DOL	Direct On Line
DP	Double Pole
e.m.f	Electro motive force
ECC	Earth Continuity Conductor
ECCM	Earth Continuity Conductor Monitor

Abbreviation	Meaning
ELV	Extra Low Voltage
ENAs	Energy Networks Association
ERM	Earth Resistance Monitor
ESCQR	Electricity Safety, Quality and Continuity regulations 2002
EWAR	Electricity at Work Regulations
EWC	Equipment Works Card
FEPDS	Field Electrical Power Distribution Systems
FEPS	Field Electrical Power Supplies
FMT (1000)	Form, Motor Transport
FP200 & 400	Types of fire protected cable
GIU	Generator interface unit
H&S	Health and Safety
HASAW	Health and Safety at Work act
HMI	Human Machine Interface
HV	High voltage (>1000V)
IEE	Institution of Electrical Engineers
JAMES	Joint Asset Management and Engineering Solutions
JCR	James Conditioning Report
kA	Kilo Amp
LAPDS	Lighting and Power Distribution Systems
LDU	Local Distribution Unit
LED	Light Emitting Diode
LFG	Lightweight Field Generator
LGIU	Large Generator Interface Unit
LPC	Lightning Protection Conductor
LPG	Liquid Petroleum Gas
LPL	Lightning Protection Level
LPS	Lightning Protection System
LPZ	Lightning Protection Zone

Abbreviation	Meaning
LV	Low voltage (50 – 1000V)
m.m.f.	Magneto motive force
MCB	Miniature Circuit Breaker
MICC	Mineral Insulated Copper Clad (cable)
MVA	Mega Volt Amp
OHL	Overhead lines
p.u.	Per unit (value)
PAT	Portable Appliance Test/ing
PCB	Printed Circuit Board
PCLM	Protective Conductor Loop Monitor
PFI	Private Finance Initiative
PLC	Programmable Logic Controller
PMDS	Power Management Distribution Systems
POC	Point of Contact
PPE	Personal Protective Equipment
PVC	Poly Vinyl Chloride
RCD	Residual Current Device
RE	Royal Engineer
RF	Radio Frequency
RMS	Root Mean Square (value)
SI units	International System of Units
SMART	Strategic, Measurable, Achievable, Relevant, Time bound
SP	Single Pole
SWA	Steel Wire Armoured (cable)
SY cable	Type of control cable also YY & CYTP Triple pole
TP & N	Triple Pole and Neutral
TT, TN, TNS, TNC & IT	Earthing system codes

9

UCU Utilities Connection Unit
UGC Underground Cables
VTEG Variable Tactical Electrical Generator
XLPE Cross linked polyethylene insulation
Ze External Earth Loop Impedance
Zs Total Impedance

3 Centre Requirements

Centres offering this qualification must have approval from the Defence Awarding Organisation.The assessment centre must:

- ensure that there are sufficient people trained or qualified to assess the number of learners they anticipate to register and qualify
- provide quality assured training for those people identified as being responsible for assessing learners
- have quality assurance systems and Internal Quality Assurers in place to ensure that all assessments are valid, reliable, authentic and sufficient
- provide quality assured assessment that meets the requirements of the Defence Awarding Organisation for those people identified as being responsible for internal quality assurance
- ensure that there is a system of standardisation in place to ensure that all assessments are consistent and fair
- ensure that those undertaking the roles of quality assurance and assessment maintain their skills, knowledge and competence
- comply with the requirements of the Defence Awarding Organisation and the qualifications Regulators.Centres offering this qualification must provide internal quality assurance to ensure assessment meets all the Defence Awarding Organisation requirements and is standardised across individual assessors, assessment locations and learners.

10

34

definite temperature

4.7 Select power rating of electrical appliance to achieve a set temperature

5 Carry out electrical energy calculations

5.1 Convert mechanical energy to electrical energy

5.2 Determine the amount of energy consumed by a typical installation in terms of kWh.

5.3 Determine the cost of electricity used by a typical installation

In AC 5.3 costs could include:

- Domestic installation
- Commercial / industrial installation

6 Apply basic magnetic theory

6.1 Explain the theory of magnetic fields for permanent magnets

6.2 Determine the magnetic flux and flux density for magnetic field

In AC 6.1 to include:

- Interaction between permanent magnet fields
- Characteristics for lines of magnetic flux
- Lines of magnetic force (Flux)

In AC 6.2 to include:

- Unit of Flux density
- Unit of Flux

7 Explain the theory of electro-magnets, fields and circuits

7.1 Explain the principles of an electro-magnet

7.2 Determine the force (Magneto-Motive-Force (M.M.F)) which creates a magnetic field

7.3 Explain the magnetic field strength of a magnetic circuit

7.4 Determine the magnetic field strength of a magnetic circuit

7.5 Explain the relationship between Flux Density and Magnetic Field Strength (Permeability)

7.6 Explain the term reluctance of a magnetic circuit

7.7 Determine the force experienced by a current carrying conductor when situated within a magnetic field

In AC 7.1 to include:

- Interactions between current carrying conductors due to their magnetic fields
- How electro-magnets are formed (Coils/Solenoids)
- Direction using Dot/Cross notation and Maxwell's corkscrew rule
- Current flow

In AC 7.2 to include:

- Calculate the values of m.m.f
- Units

In AC 7.3 to include:

- Calculate values
- Units

In AC 7.5 to include:

35

- Non-Magnetic materials (Permeability of free space)
- Magnetic materials (Relative and Absolute Permeability)
- Calculate values of flux, flux density, magnetic field strength and permeability

In AC 7.6 to include:

- Using physical properties of the material (permeability, length and c.s.a.)
- Circuit parameters (m.m.f. and flux)
- Calculate values of reluctance

In AC 7.7 to include:

- Motor action
- Direction of force (Fleming's Left-Hand Rule)

8 Explain Electro-Magnetic inductance and inductors

8.1 Explain the theory of induced Electro Motive Forces (e.m.f's) due to a conductor moving through a magnetic field

8.2 Explain the theory of electro-magnetic induction due to dynamic induction, calculating values of e.m.f produced

8.3 Explain the rise and fall of current and voltage when switching an inductive circuit

8.4 Determine the energy stored within a magnetic field

In AC 8.1 to include:

- Calculate the value of induced EMF due to Flux density, length and velocity of conductor
- Direction of induced EMF from Fleming's Right-Hand Rule and Lenz's law

In AC 8.2 to include:

- Flux cutting
- Self-Inductance (rate of change of current)
- Mutual Inductance (transformer action)

In AC 8.3 to include:
- Growth and decay curves
- Time Constant

9 Explain capacitance and capacitors

9.1 Describe the parts which make up a basic capacitor

9.2 Describe the construction of different types of basic capacitors

9.3 Explain capacitance

9.4 Explain dielectric breakdown and a voltage gradient and the importance of these values

9.5 Determine the value of capacitance and charge

9.6 Explain the action of charging and discharging of a capacitor

9.7 Determine the energy stored in a charged capacitor

In AC 9.1&2 to include:
- Application of capacitors

In AC 9.3 in terms of:
- Voltage applied
- Charge

In AC 9.5 for:
- Series connected capacitors
- Parallel connected capacitors
- Combination ofseries parallel capacitors

In AC 9.6 to include:
- Growth and decay curves
- Time constant

10 Explain the principles used in instrumentation

10.1 Describe the principles used for instruments

10.2 Explain how to extend the range of Ammeters and Voltmeters

10.3 Describe the function ofan Ohmmeter and how it measures resistance

10.4 Explain how a Dynamometer instrument is connected to measure power in a circuit

10.5 Explain the principles of a wheatstone bridge to determine the resistance of a circuit component

10.6 Demonstrate how to select the correct instrument to make a measurement

10.7 Explain instrument loading errors, accuracy and sensitivity

In AC 10.1 to include:
- Digital
- Analogue

In AC 10.2 to include:
- Shunts
- Multipliers
- Calculate resistance values

In AC 10.4 to include:
- Wattmeter connections

In AC 10.5 to include:
- Balancing action
- Used in the field (Earth Electrode)

In AC 10.8 to include:
- Multimeters

10.8 State the types of instruments used by electricians to carry out testing
- Clamp Meters
- Continuity Testers
- Insulation Resistance Testers
- Earth Loop Impedance Testers
- Short-Circuit current measurement
- R.C.D. Testers
- Earth Electrode Testers
- Phase Rotation meters
- Multi-Functional Installation Testers

11 Apply Direct Current (D.C) Circuit theories to complex circuit arrangements

11.1 State Kirchoff’s Laws

11.2 Determine the Current flow around a complex series/parallel circuit combination using Kirchoff’s laws

11.3 Calculate the voltages for multiple loads connected to a two-wire distribution system

11.4 Apply circuit theories to rotating machines to determine load and starting currents

11.5 Determine the current flow needed in a coil to produce the required flux in an air-gap of a magnetic circuit

In AC 11.1 to include:
- Voltage
- Current

In AC 11.3 to include:
- Power loss in the cable
- Voltage-drop in the cable
- Ring Main
- Radial Main

In AC 11.4 to include:
- D.C. Generators
- D.C. Motors

Additional information about the unit

Unit purpose and aim(s) On completion of this unit learners will know the principles of Direct Current theory and apply them to complex circuit arrangements.

Unit expiry date 30/11/2022

Details of the relationship between the unit and relevant National Occupational Standards or other professional standards or curricula (if appropriate)

This unit has some synergy with the following NOS: SUMETPM201 Application of Electrotechnical Technology

Assessment requirements specified by a sector or regulatory body (if appropriate)

LO 11 to be assessed by written short answer test and MCOQ, all other LOs may be RPL (see sect 2.2 and 4.8 of scheme handbook)

This unit requires the assessment of occupational competence under realistic conditions wherever practicable. For the knowledge and understanding component of the unit, assessment from a learning and development environment is allowed.

Endorsement of the unit by a sector or other appropriate body (if required)

Location of the unit within the subject/sector classification system

Engineering

Name of the organisation submitting the unit

Defence Awarding Organisation

URN: J/616/7506

Title: Complex Alternating Current (AC) Theory

Level: 4

Credit value: 9

GLH: 90

TQT: 90

Learning outcomes

The learner will:

Assessment criteria

The learner can:

Guidance and Unit amplification (AO Development)

1 Explain the principles and terminology associated with a sinusoidal quantity

1.1 Define alternating current

1.2 Define terms relating to a sinusoidal value

1.3 Determine the values for sinusoidal values

1.4 Show how sinusoidal quantities can be represented

by phasor diagrams
In AC 1.1 to include:
- Compare difference with D.C.
- Advantages

In AC 1.2 to include:
- Frequency
- Periodic time
- Form factor
- RMS value
- Average value
- Maximum (peak) values
- Instantaneous values

In AC 1.3 to include:
- Periodic time
- Frequency
- Average
- RMS

In AC 1.4 to include:
- Addition of phasors
- Out of phase quantities
- In-phase quantities

2 Explain single-phase and three-phase
2.1 Define single and three-phase systems
In AC 2.1 to include:
- Comparison

systems 2.2 Describe the types of three-phase systems used
2.3 State the relationship between line and phase quantities between single and three-phase
- Voltage levels
- Number of Line conductor

In AC 2.2 to include:
- Delta connection
- Star connection

In AC 2.2 to include:
- Calculate Line and Phase values
- Delta
- Star

3 Demonstrate by calculation and diagram the operation of circuit components when connected to an alternating supply
3.1 Explain the effects of applying A.C. to a purely resistive component
3.2 Explain the effects forapplying A.C. to a purely inductive component
3.3 Explain the effects forapplying A.C. to a purely capacitive component
3.4 Define the terms associated with A.C. series circuits
3.5 Determine the values of Impedance, current, phase angle for a series connected A.C. circuit
3.6 Define the terms for a series circuit
3.7 Determine the resonant values for a series circuit
3.8 Determine the value of phase and line quantities for balanced three-phase
In AC 3.1- 3 to include:
- Phase displacement
- Phasor diagram
- Current and Voltage waveforms

In AC 3.4 to include:
- Phase angle
- Impedance
- Capacitive Reactance
- Inductive Reactance

In AC 3.5 to include:
- Resistance, Inductance andCapacitance in series
- Resistance andCapacitance in series
- Resistance and Inductance in series

In AC 3.6 to include:
- Q-Factor
- Resonant Frequency
- Series Resonance

In AC 3.7 could include:

- Frequency responses of the circuit parameters
- Voltage across each component
- Q-Factor
- Resonant frequency

In AC 3.8 to include:
- Delta
- Star

4 Explain power quantities associated with AC circuits
4.1 Define the terms of power related to AC circuits
4.2 Describe the reaction of a purely Resistive load connected to an AC supply
4.3 Describe the reaction of a purely Inductive load connected to an AC supply
4.4 Describe the reaction of a purely capacitive load connected to an AC supply
4.5 Carry out calculations for single-phase series AC circuits
4.6 Carry out calculations for three-phase Star/Delta connected loads
4.7 Explain the effects of having a poor power factor
4.8 Describe the ways in which a poor power factor (lagging) can be improved
4.9 Determine the size of capacitor needed to be connected to a single-phasecircuit to correct a lagging power factor
4.10 Calculate the size of a three-phase capacitor bank that is needed to correct the overall lagging power factorIn AC 4.1 to include in terms of:
- Power factor
- Apparent power
- Reactive power
- True power

In AC 4.2, 3 & 4 to include in terms of:
- Power factor
- Apparent power
- Reactive power
- True power
- Current and voltage waveforms

In AC 4.5 to determine:
- Power triangle
- Power factor
- Apparent power
- Reactive power
- True power

In AC 4.6 to determine:
- Power factor
- Apparent power
- Reactive power
- True power

In AC 4.7 should include:
- Penalties
- Cable size
- Equipment size
- Current demand

In AC 4.8 to include by:

- Running of Induction motors on full-load
- Synchronous Motors
- Static Capacitors

In AC 4.8 to include:
- Values below unity
- Unity

In AC 4.10 to include:
- Delta configuration
- Star configuration
- Values below unity
- Unity

5 Explain the principles and theory of transformers
5.1 State the principles and operation of transformers
5.2 Describe the types of single-phase and three-phase transformers
5.3 Describe the construction of a transformer
5.4 Define terms for a single-phase transformer
5.5 Determine values for a single-phase transformer
5.6 Describe the losses associated with transformers

5.7 Determine the efficiency of single-phase transformers
5.8 State the turns ratios and voltage ratios for three-phase transformers
5.9 Describe using phasor diagrams for a transformer load components of current
5.10 Describe “No Load” components of current for atransformer, using phasor diagrams
5.11 Show how to determine the losses of a transformer
In AC 5.1 to include:
- On AC
- On DC
- Mutual inductance

In AC 5.2 could include:
- Auto transformer
- Double wound
- Core configuration
- Types

In AC 5.3 could include:
- Air Breather
- Buchholz Relay
- Conservator
- Cooling
- Core (Laminations)
- Windings (H.V./L.V.)

In AC 5.4 to include:
- Secondary terms
- Primary terms
- Voltage ratio
- Current ratio
- Turns ratio
- EMF equation

In AC 5.5 to includ

- Emergency stop button
- Warnings and cautions

In AC 1.6 to include:
- Hazardous areas and correct earthing points
- All control panel items

2 Carry out the theoretical siting of non-service generator sets
2.1 State the site selection procedure
2.2 State installation procedure
2.3 Consider all safety precautions applicable to non-service generator sets
2.4 Carry out the theoretical siting of non-service generator sets
In AC 2.1 could include:
- Define ground conditions
- State ventilation requirements
- Define noise pollution
- Define Radio Frequency (RF) hazards
- State tactical requirements
- Define refuelling access requirements

In AC 2.1 ensuring:
- Commission the sets
  - Preparation
  - Insulation and continuity tests
  - Plant proving tests
- Fuel supply is correctly installed
- All cables are secure and correctly connected
- The sets are correctly earthed

3 Carry out electrical connections of non-service generator sets
3.1 State the earthing requirements of non-service generator sets
3.2 Apply safety methods employed during the use of electrical equipment
3.3 Check the electrical cable connections from non-service generator set to LV switchgear equipment
In AC 3.3 checks to include:
- Check load cables and interconnecting cables
- Check the earthing system

4 Operate non-service generator sets in
4.1 Apply all safety precautions applicable to
In AC 4.2 parts checked to include:
- Engine parts

single mode non-service generator sets
4.2 Identify the generator parts covered during pre-start checks
4.3 Pre-start check a non-service generator sets according to manufacturer’s instructions/publications
4.4 Operate non-service generator sets in accordance with relevant technical publications
4.5 Apply load in accordance with safe working practice
4.6 Check and adjust generator sets while running
4.7 Maintain a steady frequency and voltage when given various load conditions
4.8 Take off load in accordance with safe working practice
4.9 Shut down generator
4.10 Carry out after use checks in accordance with Manufacturer’s instructions/publications
4.11 Complete user documentation
- Fuel system
- Cooling system

5 Know how to maintain non-service generator sets
5.1 State care and maintenance principles
5.2 State equipment maintenance procedures
5.3 Apply all safety precautions applicable to maintaining non-service generator sets
5.4 Know how to carry out equipment maintenance
5.5 Know how to replace like for like components
5.6 Know how to replace

wiring systems
5.7 Know how to replace fittings
5.8 Know how to maintain/ update equipment/repair records
6 Install non-service distribution systems
6.1 Install distribution cables
6.2 Install distribution units/feeder pillars
In AC 6.2 to include:
- MCB
- RCD

Additional information about the unit
Unit purpose and aim(s) On completion of this unit learners will know how to install,
operate and maintain non service issue generator sets, including synchronisation of multiple generators and bringing them on and off load.
Unit expiry date 30/11/2022
Details of the relationship between the unit and relevant National Occupational Standards or other professional standards or curricula (if appropriate)
This unit has some synergy with the following NOS:
SKSL13 Install, operate and fault find on generators (film industry, but good match)
SEMEM3-34 Maintaining emergency power generation equipment
Assessment requirements specified by a sector or regulatory body (if appropriate)
This unit requires the assessment of occupational competence under realistic conditions wherever practicable. For the knowledge and understanding

component of the unit, assessment from a learning and development environment is allowed.

Endorsement of the unit by a sector or other appropriate body (if required)

Location of the unit within the subject/sector classification system

Engineering

Name of the organisation submitting the unit

Defence Awarding Organisation

URN: H/616/7531

Title: Install, operate and test Lighting and Power Distribution Systems (LAPDS)

Level: 4

Credit value: 2

GLH: 20

TQT: 20

Learning outcomes

The learner will:

Assessment criteria

The learner can:

Guidance and Unit amplification (AO Development)

1 Install Lighting and Power Distribution Systems (LAPDS)

1.1 State the designed function of LAPDS

1.2 State the sequence of operations of LAPDS

1.3 State safety precautions of LAPDS

1.4 State earthing requirements of LAPDS

1.5 Apply all safety precautions applicable to LAPDS

1.6 Inspect LAPDS equipment for serviceability and damage

1.7 Install LAPDS combined with in-service generators

In AC 1.2 to include:
- Source of supply
- Show sample configurations

In AC 1.3 to include:
- State the warnings on usage
- Introduction to safety systems
- Potential hazards

In AC 1.4 requirements to include:
- Identify all earthing points
- Protective conductor or earth
- Variable Residual Current Device (RCD)
- State the relevant values of resistance required

In AC 1.7 should include:
- Cables
- Generator interface unit (GIU)
- Large generator interface unit (LGIU)
- Utilities connection

unit (UCU)
- Catering distribution unit (CDU)
- Local distribution unit (LDU)
-

2 Inspect, test and commission LAPDS

2.1 Apply all safety precautions applicable to LAPDS

2.2 Visually inspect final connections

2.3 Use in-service test meter

2.4 Carry out tests

2.5 Inspect all supply cables and equipment

2.6 Assist Clerk of Works to set variable protection

2.7 Commission LAPDS

2.8 Complete commissioning paper work including site plan

In AC 2.4 tests to include:
- 110V lamps
- 13A distribution box
- RCD
- Phase rotation
- Ze and Zs
- Polarity
- Continuity of CPC and Bonding Conductors
- Earth electrode test on supply generator

In AC 2.5 to include:
- Output voltage
- Operation of MCB's (variable)
- Plugs and sockets
- Cable serviceability (cuts and abrasions)

In AC 2.6 to include:
- RCD's
- MCB's
- Operation of RCD's (variable)

3 Operate and maintain in-service LAPDS

3.1 Apply all safety precautions applicable to LAPDS

3.2 Power up LAPDS equipment

3.3 Operate LAPDS system

3.4 Power down LAPDS equipment

3.5 State the maintenance procedure in accordance with AESPs

3.6 Replace like for like components

3.7 Update equipment maintenance records in accordance with AESPs

3.8 Recover LAPDS system

Additional information about the unit

Unit purpose and aim(s) On completion of this unit learners will be able to Install test, commission & operate Lighting and Power Distribution Systems.

Unit expiry date 30/11/2022

Details of the relationship between the unit and relevant National Occupational Standards or other professional standards or curricula (if appropriate)

This unit has some synergy with the following NOS: SKSL13 Install, operate and fault find on generators (Film industry, but good match)

Assessment requirements specified by a sector or regulatory body (if appropriate)

LO 2 to be assessed by direct observation, all other LOs may be RPL (see sect 2.2 and 4.8 of scheme handbook)

In AC 2.6 Variable protection must be set by Authorising Engineer, tradesman will assist only.

This unit requires the assessment of occupational competence under realistic conditions wherever practicable. For the knowledge and understanding component of the unit, assessment from a learning and development environment is allowed.

Endorsement of the unit by a sector or other appropriate body (if required)

Location of the unit within the subject/sector classification system

Engineering

Name of the organisation submitting the unit

Defence Awarding Organisation

URN: K/616/7532

Title: Manage Electrical Tasks

Level: 4

Credit value: 1

GLH: 10

TQT: 10

Learning outcomes

The learner will:

Assessment criteria

The learner can:

Guidance and Unit

amplification (AO Development)
1 Apply management techniques
1.1 Identify roles and responsibilities of the manager
1.2 Identify behaviours required for effective management
1.3 Know how to set targets
1.4 Identify how to improve performance
1.5 Manage multiple concurrent tasks across a construction site
In AC 1.1 to include:
- Motivation
- Mentoring
- Coaching
- Communication

In AC 1.2 to include:
- Skills
- Knowledge

In AC 1.3 to include:
- SMART
- Empower
- Prioritising
- Setting objectives

In AC 1.4 to include:
- Teams
- individuals

2 Monitor an ME electrician task
2.1 Ensure compliance with core values and standards
2.2 Ensure task standards are maintained and complied with
2.3 Identify workmanship faults
2.4 Identify faults not caused by poor workmanship
2.5 Identify whether the faults caused through poor workmanship can be rectified within limits of responsibility
2.6 Implement safe working
In AC 2.4 to include:
- Report faults

In AC 2.9 to include:
- Standard of task
- Performance of individuals and teams
- Developmental

procedures for an ME electrician task
2.7 Co-ordinate an ME electricians work
2.8 Evaluate the execution of an ME electrician task
2.9 Provide feedback
3 Provide technical direction to an electrician tradesperson
3.1 Apply technical direction to tradesmen on a task
4 Implement quality control measures
4.1 Ensure correct materials are used for the task
4.2 Ensure the correct quantity of material is used for the task
4.3 Ensure the correct placement and fixing of material on the task
4.4 Ensure the correct tools and equipment are used for the task
4.5 Ensure the task is installed to line and level
4.6 Ensure H and S requirements for the task are adhered to
5 Interpret and apply electrical standards
5.1 Ensure compliance with and enforce all regulations and codes of practice for the electrical task
5.2 Ensure compliance with tolerances and specifications from working drawings, diagrams and written briefs
5.3 Apply applicable standards to task
5.4 Use AESPs to identify an ME electrician standards
Additional information about the unit
Unit purpose and aim(s) On completion of this unit learners will know how to manage a trade task at their level and monitor the standard of work.
Unit expiry date 30/11/2022
Details of the relationship between the unit and relevant National Occupational Standards or other professional standards or curricula
This unit has some synergy with the following NOS: EUSNCO308 Implement installation and construction methods and procedures for Network Construction Operations

(if appropriate)
Assessment requirements specified by a sector or regulatory body (if appropriate)
LO 1.5, 2.7, 8 & 9 and LOs 3,4 & 5 to be assessed by direct observation, all other LOs may be RPL (see sect 2.2 and 4.8 of scheme handbook)
This unit requires the assessment of occupational competence under realistic conditions wherever practicable. For the knowledge and understanding component of the unit, assessment from a learning and development environment is allowed.
Endorsement of the unit by a sector or other appropriate body (if required)
Location of the unit within the subject/sector classification system
Name of the organisation submitting the unit
Defence Awarding Organisation

URN: M/616/7533
Title: Design Electrical Installations
Level: 4
Credit value: 4
GLH: 10
TQT: 40
Learning outcomes
The learner will:
Assessment criteria
The learner can:
Guidance and Unit amplification (AO Development)
1 Select appropriate switch-gear
1.1 Determine the capacity of switch-gear and equipment to be installed
1.2 Identify appropriate switch-gear and equipment to be installed
1.3 Produce diagram(s) to show the layout of the switch-gear and its control
In AC 1.1 should include:
- Information required
- Local distribution points
- In-take arrangements

In AC 1.2 should include:
- Manufacturers’ data
- Type of protection
- Type of switching

In AC 1.3 should include:
- Short-circuit capacity
- Diversity
- Maximum demand
- Maximum connected load

2 Select suitable types of wiring and containment systems
2.1 Identify the requirements of containment systems
2.2 Identify the wiring system suitable for the installation being designed
2.3 Determine the current carrying capacity of the live

conductors for sub-circuits and final circuits

In AC 2.1 should include:

- Adequate capacity
- Fault Protection
- Basic Protection
- Mechanical Protection

In AC 2.2 should include:

- Final circuits
- Sub-circuits**ATP 3-39.10**

POLICE OPERATIONS

AUGUST 2021

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Headquarters, Department of the Army

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Police Operations

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Operations Support to Army Operations

Instability and persistent conflict threatening U.S. interests at home and abroad are constant risks faced by national leadership. Globalization, scientific and technological advancements, demographic shifts, urbanization, competition for resources, natural disasters, potential employment of weapons of mass destruction and economic and political conditions lead to occurrence of failed and failing states that shape an era of persistent conflict. Within these uncertain environments, the mission of establishing civil security and civil control, enables the consolidation of gains and transitioning from military operations back to civilian control will within the population.

TRANSPARENCY

1-18. Policies, established principles, leadership intent, and corrective actions that affect police and detention operations and should be open and accessible. This does not mean allowing public access to police files and information regarding ongoing investigations; rather, transparency ensures that personnel, policies, and procedural aspects of police organizations are known and reasonably accessible to the public. This allows for public awareness, scrutiny, and accountability. Military police and USACIDC elements who are conducting police and detention operations must operate in a manner that can withstand public scrutiny. Leaders continuously balance the need for transparency with the operational security requirements necessary for protection.

ASSESSMENT

1-19. Police activities and operations are continually assessed through cause and effect and cost versus benefit analyses. Using trend, pattern, and association data, police personnel focus police efforts to develop or adjust police strategies, identify where criminals or crime-conducive conditions exist, and predict where problems may emerge. Military police and USACIDC elements continuously assess their activities in support of establishing order and determining the progress measured against established measures of effectiveness. This allows leaders to adjust the application of police resources. These assessments develop awareness and intuitive judgment in police personnel and organizations and identify the subtle changes or variations in societal behavior toward disorder or changes that may signal a deteriorating security environment.

RULE OF LAW

1-20. The rule of law is a principle under which all persons, institutions, and entities (public and private), including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated and that are consistent with international human right principles. The rule of law limits the power of government by setting rules and procedures that prohibit accumulating autocratic power.

It dictates government conduct according to prescribed and publicly recognized regulations while protecting the rights of all members of society. It also provides a way to resolve disputes nonviolently and an integral method to establish enduring peace and stability. Generally, the rule of law exists when—

- The state monopolizes the use of force in resolving disputes.
- Individuals and their property are secure.
- The state is bound by law and does not act arbitrarily.

- The law can be readily determined and is stable enough to allow individuals to plan their affairs.
- Individuals have meaningful access to an effective and impartial legal system.
- The state protects human rights and fundamental freedoms.
- Individuals rely on the existence of legal institutions and the content of law in the conduct of their daily lives.

1-21. The rule of law is the foundation upon which the legal system is built, enabling equal and fair treatment in the enforcement, investigation, adjudication, and punishment of offenses. Military police conduct and support activities within the full range of legal systems, from established and mature legal structures (the Uniform Code of Military Justice [UCMJ] and civilian courts in the United States) to near anarchical systems (such as those present in Iraq immediately following the fall of the Ba'athist government). A criminal justice system based on the rule of law provides the laws and legal structure required for police operations, specifically law enforcement activities.

1-22. A functional criminal justice system requires three separate, yet supporting and complementary, legal functions to work effectively:

- Judicial.
- Law enforcement.
- Corrections.

1-23. These functions are critical to the maintenance of the rule of law and the legitimacy of civil authority. The functions of the criminal justice system are inextricably connected and interdependent. Military police support all three functions, although they provide the primary operative elements within law enforcement and corrections activities. Military police support the rule of law and the legitimacy of the government through law enforcement and corrections activities in a manner consistent with the Army ethic and worthy of their professional status. The professional and ethical execution of all domains within the rule of law is critical in establishing and ensuring legitimacy of the government in the eyes of the populace.

1-24. In some operations, a criminal justice system and the rule of law may be virtually nonexistent, corrupt, or infiltrated by destabilizing forces. This may be the case where regimes have been toppled and the existing infrastructure (to include civil security and civil control mechanisms) has been decimated. The immediate aftermath of major disasters (natural and man-made) may also produce environments where the rule of law is nonexistent or ineffective due to a lack of legitimate government control or substantial degradation in capability. In these environments, efforts to establish civil control and civil security (leading to the emergence of a legitimate government based on the rule of law) must be initiated at the earliest feasible point. When possible, these efforts should begin during large-scale combat operations to eliminate significant delays to control and security efforts.

1-25. In certain operational environments, military police may initially operate without a HN police organization or with a fledgling force that cannot match the military police capabilities, numbers, or standards of ethical conduct. In many instances, military police will operate with civilian police from other nations operating under the authority of international organizations (such as the United Nations). See ADP 3-07 for additional information.

1-26. In the United States and its territories, military police work closely with local, state, tribal, and federal law enforcement organizations during normal operations and DSCA events (during natural disasters, largescale disruptions to the social order, pandemics the technical capabilities) within the limitation of established laws, including Section 1385, Title 18, United States Code (18 USC 1385) (commonly known as the Posse Comitatus Act). See ADP 3-28 for additional information on the Posse Comitatus Act and DSCA.

1-27. Efforts to prosecute threat personnel captured during military operations in civilian criminal courts have placed emphasis on the importance of site exploitation efforts, to include evidence collection, preservation, forensic analysis, and documentation required for prosecution within civilian judicial systems. Adherence to evidentiary and other due process requirements within many operational environments is difficult, at best, and requires specific technical training to be performed properly and to withstand scrutiny at criminal trials. Army law enforcement is uniquely suited to perform these tasks and to provide training and guidance to other Soldiers regarding evidence collection requirements. War crime investigations are typically supported by USACIDC elements.

COMMAND AND CONTROL OF ARMY LAW ENFORCEMENT

1-28. The command or support relationship structure for Army law enforcement assets depends on the specific operational environment and mission set. The exercise of command and control for military police assets is determined on whether police operations are focused internally to police U.S. military personnel and resources or externally to support civil control efforts and provide stability and the rule of law for an HN population. Furthermore, the execution of command and control for Army law enforcement assets also depends on whether the mission is conducted in support of bases and base camps, within an expeditionary environment, or within the context of a DSCA mission.

POLICE OPERATIONS IN SUPPORT OF FRIENDLY FORCES

1-29. Police operations conducted to maintain order and enforce laws on bases and base camps are typically supervised and controlled by a PM through the law enforcement activities center and the provost marshal’s office (PMO), working within the directorate of emergency services structure. The PM and the director of emergency services support a garrison commander to enable base operations within their AO. The director of emergency services ensures the execution of law enforcement according to the garrison commander’s priorities and in support of base protection efforts. As the chief law enforcement officer, the PM advises the garrison commander on all police operations and provides professional and technical advice concerning policing objectives, policies, and directives. The commander approves the degree of policing required to support order and discipline for ongoing military operations. The PM advises the commander on the means and methods needed to achieve the commander’s priorities and requirements. In these instances, the PMO typically requires augmentation by military police units assigned to the base. These military police Soldiers remain under the command of their parent organization, but are under the operational control of the PM when conducting law enforcement activities.

1-30. When supporting U.S. bases and base camps within an expeditionary environment, police operations are typically conducted under the command and control of the senior military police commander. In these cases, after the joint operations area has matured to a point where dedicated policing support to U.S. forces is required, a military police law enforcement detachment can be deployed to conduct police operations in support of the base. The detachment generally operates under the command of a military police brigade or battalion commander who, in turn, supports the base commander. The military police law enforcement detachment requires augmentation from other military police units, depending on the mission variables. This augmentation will normally be provided from military police platoons and companies assigned or attached to the military police brigade or battalion commander responsible for the policing mission.

1-31. In some cases, a military police law enforcement detachment may be deployed to provide law enforcement support to a geographic combatant commander with numerous bases of operation within the area of responsibility. In these cases, the military police law enforcement detachment will typically be located at the largest base. Military police platoons and companies will be tasked to establish military police substations for providing law enforcement support to outlying bases within the area of responsibility. The military police law enforcement detachment will provide these military police substations with police administrative support for processing and maintaining police records. The military police law enforcement detachment will also provide other technical capabilities (traffic management and enforcement, military police investigation, and physical security) to the military police substations, as required.

POLICE OPERATIONS IN SUPPORT OF HOST-NATION POPULATIONS

1-32. The exercise of command and control over military police forces performing police operations in support of a HN population is provided by three primary echelons of military police headquarters units—the military police command, the military police brigade, and the military police battalion. Each echelon has a staff that enables the commander to exercise command and control of military police organizations conducting police operations, detention operations, and security and mobility support. Although military police companies are not typically listed as headquarters elements, it is important to understand that the military police company headquarters may fill the role of the senior military police headquarters in support of a unit (normally when task-organized within a brigade combat team). While the military police company lacks the staff of other military police headquarters, it may still be called upon to provide a limited, but

Legend:
BCT brigade combat team
FLOT forward line of own troops

Figure 1-2. Operational framework

1-64. In addition, military police, in coordination with domestic and foreign law enforcement authorities, joint partners, and Army counterintelligence, expand their police operations to protect power projection platforms to ensure friendly forces are able to conduct movement and maneuver. They also conduct physical security inspections, crime prevention assessments, and vulnerability assessments to determine the effectiveness of security measures and to identify potential gaps in security posture. Along with the inspection and assessment results, military police provide unit commanders and facility managers with police intelligence assessments, enabled by biometric and forensic data, to strengthen crime prevention, physical security, and antiterrorism measures.

1-65. *Consolidate gains* are activities to make enduring any temporary operational success and to set the conditions for a sustainable security environment, allowing for a transition of control to legitimate authorities (ADP 3-0). Consolidation of gains activities occur in portions of an AO where large-scale combat operations are no longer occurring. See FM 3-0 for additional information on the consolidation of gains.

1-66. The consolidation of gains is not separate or isolated from large-scale combat operations; consolidation of gains activities are a form of exploitation inherent to large-scale combat operations. Army forces conduct consolidation of gains throughout the range of military operations. Military police that support the consolidation of gains focus police operations priorities toward the performance of the six primary stability tasks as the security situation stabilizes:

- Establish civil security.
- Support to civil control.

- Restore essential services.
- Support to governance.
- Support to economic and infrastructure development.
- Conduct security cooperation.

1-67. Military police execute missions as part of an integrated combined arms effort through decisive action. While some tasks are executed as part of a purely functional unit activity, all executed tasks and missions must be conducted within the intent and in support of the overall combined arms effort. The technical capabilities and tactical tasks associated with the police operations discipline can be applied across the range of military operations (see figure 1-3). Major operations, crisis response, and contingency operations have the potential for close combat. These operations rely on the integration of military police and other enablers to ensure the protection and security of friendly forces while denying freedom of action to adversaries (countermobility). For additional information on military police support to the Army's strategic roles, see FM 3-39.

Figure 1-3. Police operations across the strategic roles

SUPPORT TO DECISIVE ACTION

1-68. Army forces may execute a simultaneous and continuous combination of offensive, defensive, and stability operations or DSCA tasks. (See ADP 3-0.) Military police capabilities are relevant within all four operations of decisive action by maintaining good order, enabling freedom of action, providing protection of the force, consolidating gains, and shaping conditions for the successful transition from combat operations to civilian governance under the rule of law. Police operations support to decisive action includes a wide range of missions and tasks that support uninterrupted movement, allow maneuver forces to preserve combat power so that it may be best applied at decisive points and times, and foster rapid transitions in operations.

1-69. Throughout all operations, USACIDC elements conduct required criminal investigations regarding war crimes, detainee abuse, U.S. military and civilian employees, contractor personnel, and other persons accompanying the force. USACIDC SAs may also be assigned to brigade and higher-level staffs within the PM section, to military police brigades, or military police battalions to support police operations planning, police intelligence activities, and site exploitation. (See ATP 3-90.15 for additional information on site exploitation.) USACIDC SAs assigned or attached outside of the USACIDC command structure are not authorized to conduct felony law enforcement investigative operations. (See AR 195-2.) Specific police operations-related tasks that support decisive action include —

- Conducting police station operations.
- Conducting criminal investigations.
- Conducting traffic management and enforcement.
- Employing forensic and biometric capabilities.

state governors in this function while operating as state assets under 32 USC.

- United States Army Reserve and Regular Army military police elements, including federalized National Guard Soldiers, generally prohibited from direct participation in law enforcement. See ADP 3-28 for additional information on DSCA and a more complete discussion of the legal authorities and restrictions pertaining to police operations support to civilian law enforcement authorities in the United States.

OFFENSIVE OPERATIONS

1-71. An *offensive operation* is an operation to defeat or destroy enemy forces and gain control of terrain, resources, and population centers (ADP 3-0). Offensive operations can be conducted across the range of military operations. Due to the pace, level of violence, and intent, police operations are typically limited during offensive and defensive tasks to the early shaping operations conducted to establish conditions to prepare follow-on efforts for civil security and civil control. These tasks may include military police, with other elements, beginning initial efforts to restore and maintain order in areas passed by maneuver forces. Military police also initiate police engagement activities to support the collection of police information to establish the identification of criminal elements and crime conducive conditions. Early assessments of the criminal environment, and initial efforts identify criminal actors, crime, disorder, and the fear of crime that may impact operations and it establishes rapport with existing local police or friendly security elements. While extensive police operations during offensive and defensive operations are typically not possible, early and proactive and offensive oriented efforts are done to rapidly restore order and conduct police engagement.

These tasks are conducted to establish a secure environment, increase situational understanding of the criminal environment, and build trust within the local population. These tasks are critical enablers to the successful transition to stability operations and an eventual return to rule of law.

1-72. Military police elements can provide technical capabilities to identify, gather, preserve, and document evidence located as a result of offensive tasks and at incident sites within the AO. Integrated police intelligence activities conducted by police intelligence analysts within PM sections or law enforcement personnel attached to maneuver units can assist commanders by providing enhanced situational understanding of the criminal and threat environment.

DEFENSIVE OPERATIONS

1-73. A *defensive operation* is an operation to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations (ADP 3-0). Police operations during the defense are similar to those in the offense, but can be more deliberate and focused due to the relatively static nature of defensive operations. Generally, interior lines of communications are more stable during defensive operations. This relative stability in unit locations and operations within the AO allows for more aggressive and thorough police engagement activities which, when enabled by integrated police and other intelligence, can result in a better understanding of the criminal environment and generate positive relationships with local police, the local population, community leaders, other governmental agencies, and nongovernmental organizations throughout the AO. This condition sets the stage for successful stability tasks and support for U.S. forces if offensive tasks are required.

1-74. Police operations within population centers and rural areas throughout the AO can be effective in restoring and maintaining order and enabling the transition to deliberate law enforcement activities. If police capability and capacity is significantly degraded or destroyed throughout the AO, military police may be required to conduct initial police operations to restore and maintain order within the population with little or no assistance from local authorities. Optimally, any available police capability that is friendly to U.S. forces will be employed to conduct law enforcement and policing activities to support populations throughout the AO. Police operations during a defense mission can identify and prevent or mitigate criminal and terrorist threats against U.S. personnel and resources. They can enhance a commander's protection efforts and preserve combat power.

STABILITY TASKS

1-75. A *stability operation* is an operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-0). These operations support governance by a HN, an interim government, or a military government. Stability operations occur before, after, or simultaneously with offensive and defensive operations. Stability operations lead to an environment where a legitimate authority or other instruments of national power can be leveraged. Legitimate governments without legitimate police forces can result in disgruntled and unsupportive populations. One key to local security often lies in the effectiveness and legitimacy of the police.

See ADP 3-07 for additional information on stability tasks.

EEFI
police crime threat updates.
Gain approval of the essential military police tasks and priorities, as required.
Determine required resources to conduct police operations in support of the COA.
Commander's selected COA and modifications
Refined commander's intent, CCIR, and EEFI

Police Operations Integration

Table 2-1. Police operations considerations in the military decisionmaking planning, preparation, execution, and assessment processes (continued)

Key Inputs MDMP Police Operations Support Actions Key Outputs

Commander's selected COA with modifications
Refined commander's intent, CCIR, and EEFI

Step 7 – Orders Production, Dissemination, and Transition

Review (and provide input for) the appropriate plans and orders.
Write the police operations plan.
Develop the police operations appendix of Annex E, Protection.
Ensure that resources are properly allocated.
Ensure that subordinates understand the OPLAN/OPORD.
Conduct training and exercises.
Approved operation plan or order
Police operations plan/appendix
Policing model and strategies
Special response considerations (bomb, active shooter, hostage)

Legend:

AO	area of operations
CCIR	commander's critical information requirements
COA	course of action
EEFI	essential elements of friendly information
IPB	intelligence preparation of the battlefield
MDMP	military decisionmaking process
OPORD	operation order
OPLAN	operation plan
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer

TROOP LEADING PROCEDURES

Troop leading procedures is a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. Heavily weighted in favor of familiar problems and short planning periods, troop leading procedures are typically employed by organizations without staffs at the company level and below. Leaders use troop leading procedures to solve tactical problems when working alone or with a small group. For example, a company commander may use the executive officer, first sergeant, supply sergeant, and communications sergeant to help during troop leading procedures. See ADP 5-0 for more information on troop leading procedures.

PREPARING

Preparation consists of those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). Preparation creates conditions that improve friendly forces' opportunities for success. It requires commander, staff, unit, and Soldier actions to ensure the force is trained, equipped, and ready to execute operations. Preparation activities help commanders, staffs, and Soldiers understand a situation and their roles in upcoming operations and set conditions for successful execution. Preparation creates conditions that improve military police friendly force opportunities for success. Some primary functions of preparation include—

- Improving situational understanding of criminal threats throughout the AO.
- Developing a common understanding of policing models and strategies.
- Training on and becoming proficient in law enforcement and policing critical tasks.
- Integrating, organizing, and configuring police operations to focus on criminal activity and crime prevention.
- Ensuring that forces and resources are ready and positioned to conduct law enforcement investigations, identify criminal networks, solve crimes, and close criminal investigations.

Police operations, police intelligence, and traditional intelligence (abroad) are linked and will continue to be a critical part in the conduct preparing for police operations at home station and abroad. Commanders, PMs, and law enforcement investigators generate intelligence requirements needed for situational understanding and decision making regarding crime, disorder, and the fear of crime throughout an AO.

EXECUTION

Execution is the act of putting a plan into action by applying combat power to accomplish the mission and adjusting operations based on changes in the situation (ADP 5-0).

Commanders and staffs use situational understanding to assess progress and make execution and adjustment decisions. In execution, commanders and staffs focus their efforts on translating decisions into actions. They apply combat power to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage. This is the essence of unified land operations.

Military police execute police operations to enable commanders to maintain order and discipline within the ranks of their formation. This is the most visible application of the police operations discipline to most Army personnel, and it includes law enforcement in support of bases and base camps. Through the execution of garrison law enforcement military police gain critical interpersonal skills and technical policing and investigative capabilities critical to police operations in any operational environment. Outside of U.S. territories, military police execute police operations to maintain discipline and preserve the combat power of U.S. forces and establish or preserve civil security, civil control, and the rule of law in coordination with the HN. In many operations, especially following large-scale combat operations or disasters in which law enforcement capabilities have been destroyed or rendered ineffective, military police provide support to civil security and civil control to establish a stable and secure environment. Military police execute the police operations discipline early in these operations to set conditions for the successful transition to stability and the eventual transfer of authority to local and national police and security elements. As stability becomes the dominant operation in an operational environment, the focused demand for military police capabilities generally transitions from primarily security and mobility support to police operations. Stability produces the highest magnitude of requirements for police operations within the context of the range of military operations.

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ASSESSMENT

Assessment is determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Assessment precedes and then occurs during the other activities of the operations process. Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment. Assessment helps commanders determine progress toward achieving a desired end state, accomplishing objectives, and performing tasks. Figure 2-3 shows the activities of assessment, which includes—

- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement.

Police Operations Integration

Figure 2-3. Activities of assessment

Assessment is a continuous activity of the operations process that helps military police commanders, PMs, and staffs to recognize variations from initial assumptions and visualizations that subsequently could enable the identification of faulty planning. An assessment can identify changes in the operational environment that may require a revision in planning or changes to operations. The primary tools for assessing any operation include operations orders, commander's observations, running estimates, and assessment planning (measures of effectiveness, measures of performance, reframing criteria). The commander's visualization forms the basis for the commander's personal assessment of progress. See ADP 5-0.

Continuous assessment enables the military police commander, PM, and staff to make adjustments when minor variances or environmental changes are detected. It also allows the commander to conduct a major reframing of visualization and significant shifts in planning and operational execution when major variances are identified. A variance indicates a difference between the actual situation during an operation and what the plan forecasted the situation would be at that time or event. Continuous assessment enables military police and USACIDC elements to adapt to a fluid and changing environment and evolving situational understanding. The running estimate is the staff mechanism to document continuous assessments of the current and future environment. See FM 6-0 for additional information on continuous assessment and running estimates.

During planning, commanders and staffs identify likely changes to the operational environment and options and actions required in the event that these changes reach identified thresholds. During execution, commanders and staffs monitor the situation to identify changes in conditions through change indicators. These change indicators can result from—

- Direct friendly or threat actions.
- Second- or third-order effects of friendly or threat actions.
- Natural or man-made conditions beyond the control of friendly or threat forces (natural disasters, interventions by third-party elements).

Additionally, commanders must assess the magnitude and impact (positive or negative) of identified change indicators on friendly operations. Finally, they must identify opportunities and risks associated with the change indicators and determine what changes to friendly operations are required to address the identified conditions. Military police and USACIDC establish and use measures of performance and measures of effectiveness to evaluate ongoing operations. It is critical for the staff to understand the use of these assessment tools and employ them effectively.

MEASURES OF PERFORMANCE

A *measure of performance* is an indicator used to measure a friendly action that is tied to measuring task accomplishment (JP 5-0). A measure of performance is friendly force-oriented, and it evaluates tasks accomplishment to determine whether a task was performed properly. Measures of performance gauge task completion and are typically reflected within execution matrixes. They measure success relative to the *what* in the mission statement. (See ADP 5-0.) Measures of performance are typically straightforward and relatively easy to identify, as opposed to measures of effectiveness, which tend to be more difficult to correctly identify. Measures of performance can typically be selected from existing doctrine and training sources. In some cases, the measure of performance may require modification based on the specific operational environment and related conditions. The measure of performance criteria must be established, published, and understood by all elements participating in the operation to ensure mission success.

MEASURES OF EFFECTIVENESS

A *measure of effectiveness* is an indicator used to measure a current system state, with change indicated by comparing multiple observations over time (JP 5-0). Measures of effectiveness can be seen as an outcome or an effect. Measures of effectiveness help military police and USACIDC commanders and staffs determine if current operations are achieving the desired results. Measures of effectiveness are established as criteria for success. Assessment relevant to the measure of effectiveness requires related indicators to be identified. Measures of effectiveness are typically identified and tracked within the assessment plan. They measure success relative to the *why* in the mission statement and enable the commander and staff to determine if the mission is being accomplished effectively. (See ADP 5-0.) When selecting measures of effectiveness, military police and USACIDC staff should—

- Ensure that measures of effectiveness are relevant and measure the degree to which the desired outcome is achieved.
- Ensure that measures of effectiveness are separate and distinct from one another; choose measures of effectiveness that measure different causal chains.
- Structure measures of effectiveness so that measurable, collectible, and relevant indicators for them exist.
- Write measures of effectiveness clearly as statements, not as questions.

INDICATORS

Assessment incorporates quantitative (objective) and qualitative (subjective) indicators:

- **Quantitative indicator.** A quantitative indicator is an observation-based (objective) item of information that provides insight into a measure of effectiveness or measure of performance. Quantitative indicators are based on observations that can be measured based on a numerical value and are, therefore, less dependent on human judgment.
- **Qualitative indicator.** A qualitative indicator is an opinion-based (subjective) item of information that provides insight into a measure of effectiveness or measure of performance. Qualitative indicators are subjective by nature and are, therefore, dependent on human opinion and carry a higher risk of bias in the assessment. Indicators represent raw data input that help determine whether measures of effectiveness and measures of performance have been successfully achieved. Indicators selected to provide insight into measures of effectiveness should be measurable, collectible, and relevant to the measure of effectiveness that the indicator is collected against. Table 2-2 provides examples of police operations-related measures of effectiveness and associated indicators for objectives supporting the establishment of the rule of law.

Table 2-2. Sample police operations-related measures of effectiveness and indicators

Overall Objective Police-Related MOE Indicators

Develop and train HN police
Develop and train HN police (continued)
Increase HN police capability
- HN police proficiency (increase or decrease).
- Police skills testing score changes of HN police officers.
- Number of police academy classes.
- Number of police radios available.

Increase HN police capacity
- Number of police academy classes offered.
- Number of certified HN police officers.
- Number of operational police stations.

HN police reliability and effectiveness
- Number of incidents reported.
- Number of incidents responded to.
- Number of patrols conducted.
- Are the police capable of self-sustainment (administrative/logistics).

Enforce law and order
Decrease crime rates
- Number of crimes, by category (murder, assault, robbery, larceny).
- Number of requests for service (law enforcement patrols).
- Public feelings of security increase or decrease.

Reduce traffic accidents and congestion
- Reduction in the number of accident.
- Decrease in commute time.
- Citizen complaints concerning traffic flow increase or decrease.
- Traffic throughput rate changes at specific intersections or roadways.

Promote citizen participation
Increase civilian trust of police forces
- Citizen-initiated communications with police.
- Public fear or distrust of police increase or decrease.
- Citizen attendance at police-sponsored community meetings increase or decrease.

Legend:
HN host nation
MOE measure of effectiveness

Military police organize to conduct police operations based on mission variables and other environmental factors. On bases and base camps, the organizational structure and characteristics of the policing mission resemble those of many civil police organizations. These organizations are resourced by military police law enforcement detachments and other specialized military police elements to provide the core law enforcement capability required for police station operations and technical law enforcement support.

Maturing bases that support U.S. forces within expeditionary environments will, in many cases, evolve to a point where dedicated law enforcement support for the base camp is required. In these instances, military police law enforcement detachments will typically provide the core law enforcement capability required to establish a functional police operations center.

Police operations conducted to establish and maintain civil control within a HN population and to conduct HN police development and transition operations are typically organized within the structure of military police brigades, battalions, and companies. These military police elements will typically require augmentation and task organization by elements with technical law enforcement capabilities to conduct sustained police operations. The centralization of HN police development and training within military police functional command structures ensures the consistent application of law enforcement and policing

capabilities across the AO. This structure is critical to ensure that HN police organizations receive consistent training, policy, and operational guidance and support.

BASES AND BASE CAMPS

Typically, a police operations section in support of U.S. military commanders within the United States or at enduring bases overseas are composed of a PMO, manned by a military police law enforcement detachment, and augmented by military police companies or civilian Department of the Army (DA) police to provide law enforcement capability. The PMO and associated law enforcement personnel and resources are typically organized within a directorate of emergency services structure and managed by the installation management command. This same structure, generally on a much smaller scale, is also used to provide law enforcement support to U.S. military base camp commanders supporting expeditionary missions on mature bases within an AO. In these instances, the PMO is typically under the command and control of the senior military police commander (brigade or battalion).

DIRECTORATE OF EMERGENCY SERVICES

At bases camps, military police law enforcement and other emergency services operations are typically conducted under the supervision and control of the director of emergency services. The director of emergency services is responsible for advising the garrison commander on emergency services (including police operations), providing oversight of, and ensuring the execution of police operations that are consistent with the priorities and protection efforts of the garrison and senior commander. The directorate of emergency services capabilities normally include—

- Police operations resources organized within a PMO.
- Law enforcement resources (police operations center, military police investigations, traffic accident investigations, MWDs, crisis response assets, police administration section).
- Physical security resources (physical security inspectors, access control, alarm monitoring).
- Crime prevention.
- Police intelligence analyst.
- Vehicle and privately owned weapons registration.
- Fire department resources.
- Response resources (response capability, prevention, protection, training assets).
- Alarm maintenance; fire suppression; hazardous material (HAZMAT) tasks; and chemical, biological, radiological, and nuclear (CBRN) waste.
- Contingency operations support.
- Emergency medical services.
- An emergency dispatch center (911 services).

Within the directorate of emergency services, the PM is the chief law enforcement officer and is responsible for police operations. The PM may act as the director of emergency services, having dual-hatted functions. The director of emergency services ensures that appropriate resources are available to support policing requirements. The consolidation of the various emergency agencies aligned under a single agency provides a platform for integrated services across Army bases and base camps. The director of emergency services ensures that variations in the standard and level of services to the Army community are not reduced.

PROVOST MARSHAL

As the chief law enforcement officer, the PM provides the commander with professional and technical advice concerning policing objectives, policies, and directives. Planning military police support is a continuous process at every echelon. The PM should have police operations experience and will be the senior military police officer. The PM plans the use of military police assets; evaluates current operations; and projects future courses of action, organizational requirements, and resource requirements. The PM makes operation and resource decisions based on analysis and planning consistent with a high degree of situational understanding, a thorough understanding of the operational environment, and the effects of specific mission variables. Other PM responsibilities include—

- Identifying high-risk personnel requirements.
- Conducting threat analyses for U.S. bases and base camps.
- Developing plans to prevent acts of espionage, sabotage, and terrorism.
- Coordinating with multinational forces, HN military territorial organizations, local government forces, and civilian police authorities concerning support to the protection of friendly assets and forces.
- Coordinating with other organizations, to include the directorate of logistics or sustainment units; public affairs elements; Staff Judge Advocate (SJA) offices; and federal, state, local, multinational, and HN agencies in regard to critical incident responses, special events, or changes in force protection conditions.
- Conducting military police investigations according to AR 190-30 and AR 195-2.
- Coordinating forensic and biometric support.
- Managing and ensuring training and certification of special-reaction teams (SRTs) and MWD teams in conjunction with military police commanders.
- Managing the DOD Customs Inspection Program and coordinating 10 USC responsibilities for United States Customs and Border Protection support for border patrols and port and international activities.
- Implementing random antiterrorism measures. The Random Antiterrorism Measure Program is a DOD security program that involves implementing multiple security measures in a random fashion to change the appearance of the security posture. See AR 525-13.
- Controlling base access and egress points.
- Serving as the on-scene commander during law enforcement and security-related incidents and emergencies, as required.
- Certifying or verifying certification of military police Soldiers before assuming law enforcement duties.
- Training Army civilian police and guards according to the training and qualification policy in AR 190-56.
- Monitoring and managing DA Form 4833 (*Commander's Report of Disciplinary or Administrative Action*) reporting.

MILITARY POLICE DUTY OFFICER

The military police duty officer is a military police officer or senior noncommissioned officer performing law enforcement duties during nonduty hours. The military police duty officer is the PM or senior military police commander's representative after normal duty hours and must be thoroughly familiar with Army regulations, local policies, and the conduct of police operations. The military police duty officer responds to serious incidents that require the presence of an officer, senior noncommissioned officer, or senior leadership representative to provide guidance and direction to law enforcement patrols. The military police duty officer responds to, and makes appropriate notifications regarding, matters of command interest or those that may bring unplanned or unforeseen attention to the base, base camp, or operation.

Other responsibilities may include—

- Reviewing and supervising the publication of the daily military police blotter.
- Ensuring that proper notifications are made for specific incidents.
- Supervising law enforcement operations.
- Control of law enforcement assets.
- Coordination with the SJA on matters of due process and use of government resources.
- Crime or incident scene protection.
- Securing police and government facilities.
- Inspecting detention cells for proper health compliance.

POLICE OPERATIONS SUPPORT TO BASE CAMPS IN CONTINGENCY OPERATIONS

Police operations support to U.S. military base commanders supporting expeditionary missions on mature bases within an AO is typically required as the AO matures and base camps become more established. The decision to establish dedicated police operations supporting U.S. base camps during contingency operations is based on staff recommendations of numerous factors. The senior military police commander and echelon PM should weigh heavily on staff analyses and recommendations to establish dedicated police operations supporting base camps. Factors to consider include the—

- Size and the number of elements on the base.
- Relative levels of crime or Soldier indiscipline on the base.
- Mission load for units on the base.
- Ability of the base commander to deal with criminal activity and Soldier indiscipline with internal resources.

Police operations supporting U.S. forces within an operational environment are typically conducted using the military police law enforcement detachment as the base element for law enforcement activities and establishing a base PMO to execute control over dedicated law enforcement assets. The PMO, in these instances, is typically under the command of the senior military police commander (brigade or battalion). Additional military police capabilities can be added as required. The PMO will establish connectivity with Army Law Enforcement Reporting and Tracking System (ALERTS) and other law enforcement-related information systems. One expeditionary PMO (typically collocated with the senior military police commander in the AO) will be designated as the station of record. This PMO is responsible for managing and providing oversight to ALERTS input and military police records and reports. Other police operations supporting other base camps will be conducted as satellite operations to the station of record for law enforcement reporting requirements.

PATROL AREAS AND PATROL DISTRIBUTION

Patrol areas and patrol distribution are methods used by law enforcement agencies to divide a jurisdictional area into manageable and organized subordinate areas for law enforcement personnel to conduct law enforcement activities. Patrol areas delineate boundaries within the AO or jurisdiction. When identifying and establishing patrol areas, the staff should carefully consider all operational variables (political, military, economic, social, information, infrastructure, physical environment, and time constraints) and mission variables (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations). See FM 3-39 for additional information on operational and mission variables.

When establishing patrol areas within HN AO where U.S. forces may not be familiar with historical, cultural, tribal, socioeconomic, and environmental boundaries ingrained within the population, law enforcement personnel may experience serious problems with ethnic clustering, cultural divides, and economic issues. Military police staff and commanders must make every effort to learn the demographic details specific to their AO and area of interest to mitigate potential problems that can erupt by placing arbitrary patrol area boundaries within the AO.

The patrol distribution arranges individual law enforcement patrols across the AO or jurisdiction.

Patrol distribution workload among patrol units should be based on areas with the highest crime, traffic issues, or the most service calls. If the workload is unbalanced, one unit may spend its entire shift responding to calls and completing reports while another unit is underemployed. Unequal workloads can also adversely affect morale. Effective patrol distribution spreads the mission load as equally as possible across assigned patrol or mission areas. Patrol distribution must consider, at a minimum, the following factors:

- Crime and complaint histories for the AO.
- Geography and characteristics of the AO, including—

- Population and critical resource densities across the AO.
- Obstacles and number of ingress or egress routes.
- Minimum response requirements.
- Manpower and mission requirements, including personnel available and mission loads.

These considerations, when taken holistically, provide information necessary to develop patrol distribution decisions. In stable areas where law enforcement and policing activities have been wellestablished, historical patrol areas and patrol distributions provide a baseline from which changes can be implemented. This is the case on bases and base camps overseas. In some situations, especially within the context of expeditionary operations, these baselines may not exist or are not readily known by U.S. forces. In these cases, complete analysis must occur and patrol distribution recommendations and decisions must be made without the benefit of a historical baseline. Regardless of the initial amount of available information, military police and USACIDC personnel and police intelligence analysts conducting police intelligence activities can provide significant capability useful in identifying patterns in the criminal environment. See ATP 3-39.20 for information regarding police intelligence operations.

CRIME AND COMPLAINT HISTORY WITHIN THE AREA OF OPERATIONS

Staff planning and decisions regarding patrol distribution require specific crime data (such as complaint history, crime hot spots, traffic accident hot spots, calls for service) about the AO requiring law enforcement patrol coverage. In established areas (bases within the United States), the PM and supporting military police commanders and staffs have the crime data required to conduct analysis, produce recommendations, and make patrol distribution decisions. This data comes from historical records of criminal and other police- and security-related activity, demographic data for the jurisdiction in question, seasonal and other cyclical events or activities, and areas of specific command emphasis. Data can be used to validate current patrol requirements and project future requirements.

In cases where police operations are implemented in areas without the benefit of historical records, military police personnel must base recommendations and decisions on information derived from elements within the AO. Military police and USACIDC collect police information by assessing local conditions and conducting police engagement at to assist in decisions regarding patrol distribution. Military police should also coordinate with U.S. and multinational forces within the area and local sources to determine areas of criminal activity, cyclical events that may temporarily change normal activity levels, areas requiring increased security, and other information specific to the local area and demographics. These local sources may include—

- Government agencies and officials.
- Informal sources (tribal, business, religious leaders).
- The local population.

Documented calls for service can be a key source of crime data to determine the areas of the greatest activity. The number of complaints received per month can vary markedly during the year. For example, education cycles, school vacations, and ethnic and religious observances are predictable events and activities in the social domain that lead to fluctuations in social activity and stress enforcement mechanisms in an area.

Military police must examine the relationship between the population and the police and identify hybrid threats, criminal threats, terrorist threats, and patterns within a society. Caution must be exercised to consider any changes that might affect the rate of offenses in an AO (unit deployments, increased troop strengths, local economic factors). Analyses can be more precise if offense patterns are known, specifically patterns tied to specific days of the week and hours of the day. Additional consideration may be given to greater offenses (assaults, robberies) as compared to lesser offenses (disorderly conduct, damage to private property). Patrol distribution decisions should include response prioritizations based on the relative severity of the incident. See ATP 3-39.20 for additional information on trend analysis.

A data table can be used to depict a 24-hour-a-day, 7-day-a-week complaint frequency distribution. Table 2-3 illustrates how data can be used to track activity for specific hour, day, and time ranges. The table shows that complaints tend to rise from a low on Sunday to a high on Saturday; it also illustrates that peak times are during the afternoon and evening through approximately 2300 hours.

Table 2-3. Complaint levels compiled by the day and hour

Time the Crime or Complaint Occurred			***Day of the Week the Crime or Complaint Occurred***						
Time	***Number***	***% of total***	***Sunday***	***Monday***	***Tuesday***	***Wednesday***	***Thursday***	***Friday***	***Saturday***
0000–0100	61	3.0	10	5	4	8	10	15	9
0100–0200	94	4.7	7	5	7	14	18	20	23
0200–0300	43	2.1	6	3	4	10	8	7	5
0300–0400	31	1.6	3	4	4	6	2	5	7
0400–0500	37	1.8	1	3	5	7	6	7	8
0500–0600	35	1.8	3	2	4	7	6	5	8
0600–0700	45	2.2	9	7	5	4	8	2	10
0700–0800	64	3.2	7	10	10	5	8	9	15
0800–0900	86	4.3	4	20	10	9	15	18	10
0900–1000	105	5.3	9	10	15	17	18	16	20
1000–1100	56	2.8	10	8	9	8	10	5	6
1100–1200	68	3.4	10	9	7	10	15	8	9
1200–1300	70	3.5	15	9	8	15	10	7	6

1300–1400	97	4.8	18	10	15	18	17	14	5
1400–1500	92	4.6	10	8	12	20	10	15	17
1500–1600	102	5.1	5	7	18	15	16	27	14
1600–1700	113	5.6	7	9	15	20	18	30	14
1700–1800	125	6.2	10	20	17	16	19	25	18
1800–1900	103	5.1	7	17	14	12	15	18	20
1900–2000	108	5.4	5	15	20	18	13	12	25
2000–2100	132	6.6	9	14	18	20	22	21	28
2100–2200	113	5.6	12	19	14	13	10	15	30
2200–2300	125	6.2	15	10	15	18	16	20	31
2300–2400	101	5.0	8	7	9	11	15	24	27
Total complaints by day			200	231	259	301	305	345	365
Total complaints: 2,006									
Daily % of total complaints by day/total complaints			10.0	11.5	12.9	15.0	15.2	17.2	18.2

Table 2-4 illustrates data tracked by month. The table illustrates that complaints are up significantly during the summer months (June through September). The period documented may be quarterly, yearly, or different time spans depending on the intent of the analysis. Compiling data over a long period helps to avoid making patrol distribution recommendations and decisions based on a statistical anomaly (such as a temporary but significant period of activity that is outside the norm).

The activity data can be presented as aggregates or averages (table 2-4 depicts aggregate numbers for the specific hour and day). The activity data can enable the staff, commander, or PM to identify high-offense days during the week and high-offense hours during the day, enabling informed decisions regarding the distribution of patrols and other law enforcement resources to establish proactive measures to reduce and optimally prevent crime from occurring again.

Table 2-4. Complaint levels compiled by the month

Month	***Monthly Totals***	***Percentage of Total Monthly Complaints***	***Rank (Less is Better)***
January	124	6.2	12
February	143	7.1	10
March	157	7.8	6
April	147	7.3	8
May	138	6.9	11
June	178	8.9	4
July	210	10.5	2
August	251	12.5	1
September	186	9.3	3
October	177	8.8	5
November	150	7.5	7
December	145	7.2	9
Annual total	2,006		

Average number of complaints reported per month: 167.17

Average number of complaints reported per day: 5.5

With no environmental changes (increased patrolling, weather, variations in troop strength, major population changes), previous offense types will typically occur in similar patterns. Significant changes in the patterns can typically be attributed to deliberately applied changes by Army law enforcement personnel (increased patrolling, police engagement with the public), a change to the demographics (unit deployments, movement into or out of the AO), or another change in an area of interest that spills over into the AO (significant population shifts or major economic, political, social events causing impact within an adjacent area). With this basic data, recommendations and decisions regarding the distribution of the patrol force by shifts and days of the week can logically be applied, based on actual statistical rates of crimes and requests for assistance.

CRIME MAPPING

Geographic distribution analysis (crime mapping) documents the occurrence of specific activities or incidents, the time and date of those incidents, and the exact location over a particular geographic area. It emphasizes the use of graphics to depict activity and emerging patterns. This capability, coupled with data depicting crime frequencies by the specific time of day and day of week, enables military police and USACIDC personnel to identify when the greatest criminal activity occurs and where the areas of increased activity are located.

During offense, defense, and stability operations, crime mapping should be compared with military intelligence all-source analysis to look for patterns indicating hybrid threat activity. High-profile criminal activity (such as kidnapping) can indicate threat activity, but low-level activity (such as the theft of remotecontrolled devices or nitrogen-based fertilizer) can also indicate a serious threat and enhance the commander's situational understanding.

Crime mapping can be done with rudimentary pin mapping techniques by using a physical map and colored pins, stickers, or other methods. Geographic information system (GIS) software technology found in existing Army Mission Command Systems and applications can also identify patterns and distributions of criminal activity. Police intelligence analysts and Army law enforcement staff conducting event, incident, crime pattern, and crime distribution analysis can use GIS applications to conduct geographic distribution

most basic equipment and facilities. This chapter discusses how deliberate law enforcement activities require organizational structure and technical and tactical capabilities and oversight specifically focused on law enforcement and policing activities, provisions of due processes, and support to the rule of law. These activities and capabilities are managed within the construct of police station operations.

3-1. Law enforcement includes numerous distinct activities performed in an effort to maintain order, protect personnel and equipment, enforce laws and regulations, apprehend offenders, and investigate crimes. Police station operations comprise the activities and capabilities required to organize, plan, direct, and control law enforcement and policing assets.

POLICE STATION

3-2. The military police station provides the base for law enforcement communications, planning, patrol operations, investigations, employment of special capabilities, temporary detention of subjects, and logistic and administration support specific to law enforcement. Military police must be familiar with the basic requirements of a functional police station to understand police station operations. These capabilities will be found within military police and civilian HN structures. Military police and USACIDC should understand that within HN police station structures, these capabilities may be organizationally aligned differently and may contain variant command and control structures; however, the capability should be available for the efficient conduct of law enforcement and policing.

3-3. Military police stations providing law enforcement support to U.S. military bases and base camps will typically have elements not required in stations supporting civilian populations. All military police stations require an operations section to provide planning and direct oversight to the police station and associated personnel and resources. The various sections and capabilities required for effective law enforcement and policing activities are under the control of the operations section. The operations section and subordinate law enforcement capabilities are typically provided by a military police law enforcement detachment and associated teams. See chapter 2 for a description of the military police law enforcement detachments and associated law enforcement capabilities.

3-4. Military police Soldiers and leaders must be thoroughly familiar with basic police station operations requirements. These requirements are relevant, whether performing police operations in support of bases and base camps or building HN police capability and capacity in support of contingency operations. There are several requirements and capabilities that are typically found in all police station operations. The relative size of the individual capability elements depends on the size of the organization or AO to be supported, resource constraints, and other environmental factors. The minimum elements required for any police station to conduct effective law enforcement and policing must include—

- A law enforcement operations section.
- A police desk section.
- A law enforcement patrol section.
- A criminal investigations section.
- A traffic management and enforcement section.
- A police administration section.
- A logistics section.
- A police training section.
- Absent without leave/deserter recovery.
- An SRT.

Law Enforcement Operations Section

3-5. The operations section provides oversight and control of the law enforcement mission and all elements and resources of the organization engaged in law enforcement activities, including those shown above. The operations section conducts near-term and long-range planning for the organization, assigns tasks and produces operations orders for law enforcement elements, and coordinates with other military and civilian agencies. In addition, the operations section provides oversight for—

- Evidence custodian and evidence storage procedures.
- Emergency response requirements.
- Special-event planning and execution.
- Coordination of police engagement activities.
- Shift change and guard mount briefings.
- Patrol debriefings.
- Police intelligence activities.
- Security detail for distinguished visitors.

3-6. These functions will typically be performed by the military police brigade or battalion S-3 within expeditionary environments during the early stages of deliberate policing missions associated with decisive action. For missions supporting U.S. forces, this function will typically be assumed by a deployed military police law enforcement detachment attached to a military police battalion or brigade. During missions in support of HN civil control efforts, military police brigades and battalions will retain the mission as the theater matures but will typically require augmentation by military police law enforcement detachments and other modular law enforcement elements.

Police Desk Section

3-7. The police desk section is responsible for managing the communications and daily task assignments for available law enforcement assets. The police desk section works under the direct control and supervision of the law enforcement operations officer within the operations section. The desk operations section includes, at a minimum, a desk sergeant and a radio and telephone operator. For larger operations, multiple desk sergeants and communications personnel may be required. These larger operations may also require the addition of an administrative clerk to support production of the police blotter and a watch commander to provide overall supervision when the span of control exceeds the capability of a single desk sergeant. The police desk section receives all incoming calls for military police assistance and is typically the first point of telephonic contact the public has with a police organization. The police desk section prioritizes the employment of resources and assigns tasks appropriately, initiates notifications (when required), reviews the initial case work of law enforcement patrols, and produces the police blotter. The desk section also—

- Conducts alarm monitoring.
- Controls detained personnel and associated detention cell requirements.
- Maintains police journals to document police activities and contacts.

- Provides information to law enforcement patrols and other support personnel.
- Accesses law enforcement databases and reporting systems (the National Crime Information Center, ALERTS).

- Performs maintenance on breath analysis equipment required for cases involving driving under the influence or other alcohol-related incidents.
- Maintains station key control.
- Performs station security.

LAW ENFORCEMENT PATROL SECTION

3-8. The law enforcement patrol section within a

8).

- Law enforcement investigations (criminal and traffic related)

LAW ENFORCEMENT INVESTIGATIONS

4-6. Investigation of criminal activity and traffic-related matters may be required in any environment in which military operations occur, from home station to austere operational environments. Regardless of the

PROGRAM DEVELOPMENT

4-35. Crimes that are the most susceptible to crime prevention measures are those that exhibit a high probability of recurrence. Crimes such as murder are typically not repetitive and are poor candidates for inclusion in the crime prevention program. Information collected through police intelligence operations is the starting point for developing a crime prevention program. Analysis of crime and criminal activity can

help develop tailored crime prevention efforts. (See ATP 3-39.20.) This analysis identifies significant crime and criminal trends and patterns that are susceptible to crime prevention efforts.

4-36. Police intelligence products (crime statistics, predictive analysis) can be critical enablers to many crime prevention efforts. These products can help identify specific areas of concern and focus efforts. Military police personnel have the expertise to analyze data, identify major problems, and develop lists of possible countermeasures.

4-37. Since it is seldom practical to attack all criminal problems simultaneously, crimes should be prioritized based on their impact on the command's ability to perform the mission and the impact on personnel. Next, the whole range of countermeasures that can be used to combat each problem must be identified. Once developed and prioritized, the list of criminal problems and possible countermeasures is presented to the installation crime prevention council for action. The council should decide which crimes will be addressed and which countermeasures will be used for each crime. A sample crime countermeasure matrix is shown in table 4-1. The council may then identify specific objectives for its crime prevention campaigns.

Table 4-1. Sample crime countermeasure matrix

Crime
Command/Law Enforcement Countermeasures
Community Programs
Crime Tip Lines
Increased Lighting
Environmental Changes
Directed Patrols or Surveillance
Publicity Campaigns
Residential Security Surveys
Juvenile Programs
Fraud Programs
Employee Theft Countermeasures
Arson Programs
Electronic Surveillance
Warning Signs
Neighborhood Watches
Identification Programs
Neighborhood Walks or Escorts
Mobile Patrols
Project Lock
Public Awareness and Education

Arson X X X X X X
Auto theft X X X X X X X
Burglary or housebreaking X X X X X X X X X X X
Employee theft X X X X X X X
Fraud X X X X X
Larceny X X X X X X
Rape X X X X X X X X X X
Robbery X X X X X X X X X
Juvenile delinquency X X X X X X X X
Vandalism X X X X X

CRIME AND CRIMINAL ANALYSIS

4-38. Crime and criminal analysis is a system for identifying trends, patterns, and associations that may exist. This analysis is an integral component of integrated police intelligence activities, applicable across the operational continuum. It is an ongoing function for the PM and military police brigade and battalion staffs. Crime and criminal analysis is the foundation upon which a bases and base camps physical security and antiterrorism program are based. ATP 3-39.20 provides detailed discussion of crime and criminal analysis

and other police intelligence activities. An effective crime and criminal analysis seeks to identify the following:

- Crimes having a significant impact on a bases and base camps.
- Segments of the population being victimized.
- Criminal or perpetrator identifications.
- Locations, times, and causes for enduring/chronic crime problems.
- Offense information (weapon types, victim actions that may be enabling criminal activity).
- Information critical to bases and base camps or mission commander threat and vulnerability assessments.
- Information essential to formulating successful patrol distribution plans.
- Identifying successful crime prevention strategies and programs.

CRIME PREVENTION SURVEYS

4-39. An important factor in understanding the crime prevention survey is that it must be considered as an ongoing process. While a particular survey will result in specific recommendations, each survey will provide a foundation for future actions. In combination, these surveys form an

Policing

Policing is the application of control measures within an AO to maintain law and order, safety, and other matters affecting the general welfare of the population. The Army conducts policing continuously to maintain order within its communities and formations. Policing is a critical step in establishing civil security as a precursor to establishing civil control and the transition to self-governance by the rule of law. When directed, the Army also applies policing activities to civilian populations to restore order when the rule of law has broken down or is nonexistent. During DSCA military police conduct security activities in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities or from qualifying entities for special events.

MILITARY POLICE SUPPORT TO CIVIL SECURITY AND CIVIL CONTROL

Establishing civil security and civil control requires initial actions to restore order in a chaotic and potentially lawless environment. In most operational environments requiring U.S. forces to establish civil security, the rule of law has failed or was never put into place. U.S. forces, to include military police, must establish and then maintain a secure environment, enabling civil control lines of effort and the rule of law to be established. Restoring and maintaining order may require combat operations to eliminate specific threats, disarm the population and disruptive elements, monitor and disperse crowds that become violent and destructive, and physically separate belligerents.

Host-Nation Police Training and Equipping

In Iraq and Afghanistan, lightly armed policeman equipped with 9 millimeters, limited body armor, and unarmored vehicles suffered heavily casualties. The police were not equipped to fight insurgents armed with heavy machine-guns, mortars, rockets, rifle-propelled grenades, and improvised explosive devices. DoD forces used the Afghan and Iraqi police in combat roles against the insurgents, despite the fact that Afghan and Iraqi police training and equipment were oriented toward community policing. Between 2004–2006, the police in Iraq suffered 12,000 casualties—4,000 were killed, and 8,000 were wounded. Between January 2007–March 2009, Afghan police experienced the injury or death of 3,400 Afghan police. Police combat losses in 2008 were three times greater than those of the Afghan National Army, with an average of 56 casualties per month.

The Iraqi and Afghan police were not trained to fight insurgents. If the security levels that permit the development of community policing can be achieved, planners must then look at another disadvantage of community policing—the in-depth basic training and field service training required.

RESTORE AND

Efforts by military police to reconstitute HN police capability and effective command and control of the organization?

- Do first-line supervisors and managers receive leadership training?
- Do executive, command, and senior management receive development training?
- How are leaders selected in the police organization?
- Are senior leaders experienced police officers or political appointees?
- Are first-line supervisors capable of providing reliable LE guidance and direction to junior police?
- Are operational police leaders changed out when new political leaders are appointed or elected?
- Are management and supervisory structures considered robust and reliable?
- Is the span of control of police leadership adequate to promote and sustain effective command and control of the organization?
- Do first-line supervisors and managers receive leadership training?
- Do executive, command, and senior management receive development training?

Strategy and mission

- Are there a wide-ranging written strategy and mission that address known crimes, threats, and incursions?
- Does the strategy establish appropriate time frames for addressing the known threats?
- Does the strategy define specific outcome-oriented goals with achievable, forward-leaning performance targets?
- Does management have strong strategic and operational planning capabilities?

Policy and procedures

- Are directives, SOPs, policies, and written guidance that govern all principal police systems developed at the appropriate command level and disseminated throughout the force?
- Do these procedures contain operational standards for coordination at central, regional, and local levels, as appropriate, for the known security risk?
- Do these procedures delegate sufficient authority to the HN police at all levels to perform their duties without excessive reliance on clearing routine actions through the chain of command?

Funding

- Does the police organization have funding sufficient to sustain and nurture a proficient agency?
- What level of government funds the HN police?
- Are HN police funds dedicated to the police organization and protected from use for non-police-related requirements?
- Is an audit system in place to provide oversight of expenditures?
- Is the HN police budget publicly disclosed?

Table 6-1. HN police organization assessment considerations (continued)

Area of Focus Information Requirements

Personnel Administration

Recruitment and advertisements

- Does the program use a diverse recruitment policy (including, for example, targeted advertising and regional testing)?
- Do all ethnicities or other groups, including women, have statistically equal representation at all levels?
- Does the program use a proactive nondiscrimination policy in LE recruitment?
- Does the program use a standardized application process?

Minimum qualifications, standards, and testing

- Does the police organization use standardized and documented practices and criteria for employment?
- Do applicants undergo general knowledge, physical fitness, health, and psychological testing?
- Is police background screening required for all new recruits?

Personnel practices

- Are national standards in place governing personnel activities (pay, personnel allocations at stations by rank, hiring and firing policies, pay scales, death or disability payments)?
- Do police stations maintain accurate personnel files and send extracts, as needed, to higher headquarters?
- Does the staff comprehensively and effectively administer policies, procedures, and training?
- Is administrative training provided?
- Are requirements for advancement to each rank clearly laid out and enforced?
- Is there an appropriate manpower allocation for mission expectations?
- Are HN police paid a living wage competitive with the private sector?
- Is career progression nondiscriminatory?
- Is career progression competitively based on merit?
- What is the morale of the HN police?
- Do the HN police have an established discipline policy that clearly states administrative offenses, punishments, and adjudication authority?
- Are HN police who commit crimes prosecuted through the civil courts?
- Does an HN police counseling and police record certification database exist?

Logistics

Infrastructure and equipment

- Are the infrastructure and equipment readily available for use when needed?
- Is operational infrastructure policy based on strategic priorities, wear-out projections, and known demands for consumable supplies and equipment?
- How is equipment serviced or maintained? Are service and maintenance capabilities adequate?
- Can local jurisdictions establish service or supply contracts with local vendors?
- Does the headquarters track on-hand equipment supply and resupply needs of subordinate stations?
- Does a system exist to track firearms and equipment issues?
- Are there controls for infrastructure, inventory, and warehouses?
- Do HN police support equipment and services exist (transportation or fleet management, armory, communications)?
- Do technology equipment and services exist (computers, electronic information systems, forensic equipment)?
- Are there practices or offices for budget, finance, and procurement functions?

Table 6-1. HN police organization assessment considerations (continued)

Area of Focus Information Requirements

Independent Oversight and Internal Affairs (continued)

Inspector general, appraisal, corruption unit, and tracking of abuses

- Do the HN police have a professional code of conduct? Is it followed?
- Do the HN police have functional internal affairs and inspector general systems?
- Are policies written that govern the activities of the inspector general or internal affairs sections (how and when they conduct investigations and to whom they report)?
- Are human rights abuses identified, investigated, and tracked?
- Is there documented evidence of internal review conducted by the inspector general, internal affairs, or command reviews?

Civilian oversight

- Does a civilian review board exist?
- Is there a citizen complaint and information center? Is it used and generally effective?
- Does civilian oversight of police activities exist?

Public perception

- What is the degree of public support (opinion) of the HN LE program?
- Is there evidence that the public generally feels secure?
- Does the public believe that HN police are accountable for their actions?
- Does the public believe that HN police departments are generally free from systematic corruption?
- Is there a system for HN police consultation with local communities?

Legend:

ATP	Army techniques publication
DNA	deoxyribonucleic acid
FM	field manual
HN	host nation
LE	law enforcement
SOP	standard operating procedure

Training Strategies

Following an assessment of infrastructure, capabilities, and capacities of the existing HN police organization, military police commanders and staffs must develop training strategies to effectively train and develop effective police organizations. These training strategies must consider the current state of police forces and the strategic goals established by military and civilian leaders. Figure 6-1, page 6-20, provides an illustration of HN police capacity built over time. As HN police capacity increases, HN police organizations lessen

Figure 6-1. Development of HN police capabilities over time

Police management training at all levels must reinforce and support what is being trained at the police station and basic police officer levels. The HN police organization, as a whole, will typically become more self-sufficient as the organization leadership becomes more effective, systems are emplaced to support police operations, and greater police ca effort.

PLANNING AND COORDINATION

7-9. Planning, information collection, analysis, and decision making are key elements of police engagement. The protection of law enforcement-sensitive information and dissemination of actionable information are central tenets that are maintained throughout police engagement operations. Effective police engagement relies on the balance between making information available and the ability to protect sensitive information. Sensitive or proprietary, if disclosed, may compromise ongoing law enforcement, intelligence, or military operations.

7-10. Military police and USACIDC personnel employ multiple engagement considerations before and during police engagements. The preparation for collection efforts is subject to reviews and revisions as location should be studied for at least 1 hour, with a minimum of 50 vehicle speeds collected (the more samples collected, the more accurate the study). Data is tabulated and grouped by speed and type of vehicle (passenger or commercial).

8-90. Only free-floating vehicles should be checked. Free-floating vehicles are driven by persons who are free to choose their own speed (not restricted by traffic congestion, groups of vehicles, or other environmental conditions that would artificially slow their travel). Study personnel should only check the lead vehicle in a line or group of vehicles. They should not measure the speed of vehicles changing lanes, passing, or turning.

Speed studies are typically conducted at—

- Roadways that have recently had changes in the speed limit or where existing speed limits need to be evaluated.
- Locations where traffic control devices are proposed.
- Major thoroughfares.
- Locations with high collision frequencies.

8-91. Personnel analyzing data received in a speed study must consider the maximum and minimum speeds in normal conditions. The average speed is not useful. The maximum safe speed is typically considered to be in the 85th percentile; the minimum safe speed is in the 15th percentile. To obtain percentile averages, use the following:

- Find the total number of vehicles checked (cumulative total).
- Find 15 percent of this total number (multiply the number by 0.15). Round the results to the nearest whole number.
- Subtract this 15 percent from the cumulative total. The result is the 85th percentile.
- Find the total number of vehicles traveling in each speed classification. (For example, one vehicle was traveling 66.6 miles per hour, three vehicles were traveling 60.0 miles per hour, and two vehicles were traveling 54.5 miles per hour.) List groupings on a table from fastest to slowest. In the cumulative total column, insert a running total.

- Start at the top of the cumulative total column (the highest speed recorded), and add the numbers downward until the number most equal to 15 percent of the total is found. This is the 85 percentile.
- Subtract 85 percent from the cumulative total to get the 15th percentile.

8-92. Speed studies are conducted to determine the—

- Proper speeds for new or improved roads. A speed study shows statistically the maximum and minimum safe driving speeds. From this information, speed limits can be set (or readjusted).
- Posted speeds that require revision. If the speed study reflects the 85th percentile (speeds grossly inconsistent with posted speed limits), revision to the posted speed may warrant additional assessment.
- Traffic control devices that are needed. A study helps determine where traffic control devices are needed to encourage safe approach speeds to intersections or dangerous locations.
- Potential cause and effect relationships between speed and the number of accidents (requires correlation to collision data).

8-93. Additionally, speed studies can help military police to—

- Determine compliance with established speed limits, including the effectiveness of speed control programs and the need for change in the enforcement program.
- Determine the appropriate timing on traffic signals. For example, the timing of an amber traffic signal depends on the speed of approaching traffic. Speed limits are never set to match the timing of signals.
- Prepare traffic speed maps showing areas where slow speeds cause congestion and fast speeds create danger areas.
- Determine if complaints about speeding are justified.

Speed Delay Studies

8-94. Speed delay studies are used to determine speed variations along particular routes at different times; the number, location, cause, frequency, and duration of delays; and the overall speed and travel time along a route. A speed delay study shows overall speed and moving speeds between specified locations. It shows delay times and the cause, frequency, and location of delays. Although speed delay studies target peak traffic times, nonpeak times can also be measured for comparison data.

8-95. The speed delay study requires a driver and a recorder. The study teams travel along predetermined routes. The length of the routes and predetermined landmarks should be identified before the study. The study should be conducted during peak hours, and multiple teams should conduct studies on the same day.

8-96. The study vehicle enters the mainstream of traffic at the starting point. If more than one car is used on the same route, start times should be staggered. The recorder documents the start time, the odometer reading at the beginning of the route, the elapsed time, the odometer reading when passing the predetermined landmarks, and the time and odometer reading at the end of the route. The location, nature, and time of delays are also recorded. A stopwatch is used to time delays. Delays are anytime the study car is not moving (at stop signs or signals, while waiting to make left turns, because of congestion). Speed delay studies can help military police—

- Map travel speeds on different routes to determine the most efficient routes of travel.
- Locate points of congestion and insufficient road capacity.
- Evaluate traffic control devices and the adequacy of posted speed limits.
- Determine priorities for traffic control and road construction programs.
- Study emergency vehicle movement times at different times of the day.

Vehicle Volume Studies

8-97. Vehicle volume studies are conducted to obtain information on the number, direction, and variations of vehicle traffic passing through an intersection or along a major route. Vehicle counts are typically conducted over 12- or 24-hour periods and include peak traffic times. Vehicle volume studies should be conducted on normal workdays and during good weather conditions to obtain normal volume counts. The count should begin 30 minutes before peak traffic periods and end 30 minutes after each peak period. Vehicle volume studies are typically conducted manually by the study team. Traffic counts should be collected in tabular form and grouped in 15- or 30-minute intervals. Vehicle counts should also be tabulated by vehicle actions at intersections (straight, right turn, or left turn).

8-98. Security personnel typically maintain traffic counts as part of their normal duties at access control points supporting bases and base camps. This same requirement can be replicated for security personnel at access control posts and checkpoints during contingency operations. Counting mechanisms (pneumatic road tubes, sensors) can be employed along straight roadways or access points when vehicle turning movements are not relevant to the study.

8-99. The information gathered in a vehicle volume study is typically used in conjunction with other study data (such as traffic control device studies). The data can be used to—

- Study traffic control devices and their effectiveness. The study may justify the existence or need for—
  - Fixed-time or traffic-actuated signals.
  - Stop signs, speed zones, or pavement markings.
  - Manned TCPs at specified locations and times.
- Analyze other studies and evaluate the number of collisions based on volume and directional movement.
- Assess the need for street lighting and signals by comparing day and night traffic volume to day and night collision frequency.
- Assess future requirements (through streets, secondary roads, roadway improvements).

Traffic Collision Studies

8-100. The purpose of studying traffic collisions is to identify problem areas and measures to increase traffic safety and to reduce the frequency of collisions. Traffic collision prevention programs require the continuous study of collisions, violations, and mitigation measures to reduce traffic collisions. Traffic collision studies enable PMs, military police commanders, and staff to identify trends, patterns, and associations, enabling the—

- Identification of high collision rate locations.
- Evaluation of roadway design factors.
- Planning of traffic control and targeted enforcement measures to reduce traffic collisions.
- Evaluation of traffic control and enforcement measure effectiveness.

8-101. The validity of an analysis depends on the accuracy of the raw information that is obtained. This fact is particularly important when studying collision causes. Military police can extract a large amount of collision data from the ALERTS database. When military police are supporting HN police activities, accident analysis relevant to HN populations and locations is required. Also, other means of data retrieval may be needed. HN law enforcement organizations may or may not have detailed traffic collision information. The information they do have may be in the form of hardcopy collision files or in relatively modern, automated databases. Military police must work closely with the HN to obtain the data required to conduct relevant traffic collision analysis.

8-102. Collisions occur because of a variety of factors and in complex combinations. Phrases (following too closely, speed excessive for conditions) are often insufficient to provide for valid analysis. Military police staff and analysts should be cautious when interpreting traffic collision cases using subjective language that is not measurable. Traffic collision studies require military police to—

- Obtain collision data. The following information should be obtained:
  - Location.
  - Date and time (hour, day, month, and year).
  - Cause.
  - Type collision.
  - Light and weather conditions.
  - Driver’s name, age, sex, and experience level.
  - Seat belt usage.
  - Command or unit involved.

- Traffic controls.
- Injuries or fatalities.
- Identify high collision rate locations.
- Review or prepare collision and condition diagrams.
- Conduct field observations at the location during conditions similar to those present at the time of the collision.
- Summarize facts.
- Analyze facts and field data and recommend corrective actions.

Mapping

8-103. The mapping of incidents is critical to the identification of high collision rate locations. Some collisions may require unique representation on the map to differentiate them from other collisions. Collisions should be plotted by type. For example, fatality collisions, injury collisions, and collisions involving alcohol or other substance abuse will typically be represented differently than minor collisions with relatively little damage and no injuries. Traffic collision maps can be created manually using pins, stickers, or other physical mediums affixed on a map of the AO. GIS applications can also be used to plot collisions and display detailed environmental features, equipment, and other terrain features relevant to studying collisions and specific collision locations.

Collision Diagrams

8-104. A collision diagram is used for the study and analysis of particular intersections or curves where a number of collisions have occurred. The diagram consists of an outline map of the location and symbols that show the direction of vehicle and pedestrian movement that were involved in collisions. If stationary objects are important in collisions, they should be included in the diagram. Each diagram should—

- Include a drawing of the intersection.
- Identify the diagram.
- Identify the streets shown.
- Plot collisions.
- Direction of travel.
- Date of collision.
- Time.
- Road conditions.
- Weather conditions.
- Contributing factors (defective vehicle equipment, equipment failure [including traffic control devices], intoxication or other impairment, environmental considerations).

8-105. Care should be taken to ensure that the collision diagrams do not show different sets of circumstances affecting the scene (such as diagrams showing an intersection before and after a stop sign has been installed). Collision diagrams should be analyzed for points of similarity. These points may include—

- Collision patterns involving vehicles traveling in the same direction (a collision caused by a vehicle traveling northbound and another vehicle traveling eastbound that causes a head-on collision, a collision involving eastbound and southbound vehicles at the same intersection).
- Collisions of one type (cars turning left).
- Collisions occurring during one season of the year.
- Collisions occurring at a certain time of day or during certain lighting conditions.
- Collisions occurring under the same weather conditions.

Condition Diagrams

8-106. When conducting traffic collision studies at a specific site, personnel will use additional detailed information during the analysis process. A condition diagram that provides an accurate picture of the physical conditions present at the location being studied can provide insight into the causes or contributing factors of other collisions at the location. This information can provide insight into the effects that obstructions can have on a driver's view and road conditions.

8-107. Condition diagrams may indicate that view obstructions are contributory causes of collisions. A driver proceeding at normal speed on one street should be able to see another vehicle approaching at normal speed from an intersecting street. Obstructions reduce this ability. A driver should have the time and visibility to react and stop or slow a vehicle to avoid a collision. Obstructions increase stopping distances. Elements that should be annotated on a condition diagram include—

- Curbs.
- Roadway limits.
- Property lines.
- Sidewalks.
- Driveways.
- View obstructions on corners.
- Physical obstructions on roadway.
- Ditches.
- Bridges.
- Traffic signals.
- Signs.
- Pavement markings.
- Streetlights.
- Grades.
- Road surfaces.
- Types of adjacent property.
- Irregularities (potholes, dips).

8-108. Personnel can obtain some diagram information from traffic collision reports and associated collision diagrams. If the collisions are relatively recent, a site visit can provide required detail. Personnel can prepare a condition diagram in conjunction with a field observation of the collision location. Field observations should be made under the same weather and light conditions present during most traffic collisions.

8-109. After a traffic collision study is completed, recommendations for improvements should be made. These recommendations may include—

- Changes to traffic control devices and measures (repairs, modifications, or emplacements).
- The removal of obstructions at high accident locations.
- Safety and education programs.
- Targeted enforcement measures.

TRAFFIC ENFORCEMENT

8-110. The enforcement of traffic laws and regulations is an important public safety activity. The purpose of traffic enforcement is to ensure that roads are safe for all traffic and to compel compliance with traffic laws by motorists. Traffic enforcement is conducted when traffic control measures alone (traffic control devices, public education campaigns) are ineffective in compelling compliance with traffic regulations, restrictions, and other safety mechanisms required to protect persons, resources, and traffic flow. An effective traffic enforcement program requires highly trained TMCIs. These specialized investigators are subject matter experts in the laws and methods encompassed in executing traffic programs and conducting traffic collision investigations.

8-111. Traffic enforcement is routinely employed in support of bases and base camps. In an effort to reduce vehicle collisions and prevent injury or death to U.S. forces or local citizens, traffic enforcement can also be employed during contingency operations as the AO matures to enforce command safety directives. Typically, these traffic enforcement measures are conducted as a part of the overall police mission by military police in support of base and other geographic commanders.

8-112. Military police may also be required to enforce traffic regulations on an HN population (to maintain an adequate level of civil control on the roadways and to conduct effective traffic management) until HN capability and capacity can be generated. The enforcement of traffic laws on an HN population should be done consistently with HN laws to the greatest extent possible. The unnecessary enforcement of traffic control measures not consistent with HN laws and customs typically results in excessive noncompliance, animosity toward U.S. forces, and the loss of credibility and legitimacy for U.S. forces in the eyes of the local population. When traffic control measures must be enforced to protect personnel and resources, extensive police engagement and other information strategies should be employed to educate the HN population and ensure that traffic control requirements are understood.

TARGETED TRAFFIC ENFORCEMENT

8-113. Targeted or selective enforcement is designed to compel compliance with traffic control regulations and devices and to lessen the probability of traffic collisions at targeted high-risk locations or areas.

Noncompliant behavior is identified through citizen complaints, traffic studies, observations by patrols, or other analysis of police information. During targeted or selective enforcement operations, select traffic patrol assets are assigned to areas or intersections with coordination.

8-118. Some factors to consider when implementing checkpoint operations include—

- **Policies and procedures.** Checkpoint operations should be conducted consistent with established command and law enforcement policies. Military police must have specific procedures outlining the conduct of checkpoint operations that address checkpoint requirements (manpower, equipment, logistical support, safety, communications, transportation, command approval and SJA support). Advanced mission planning and rehearsals are critical.
- **Safe locations for checkpoints.** The primary concern in checkpoint sites is the safety of the general public and law enforcement personnel. Checkpoint sites should—
  - Be located in an area that can be controlled by law enforcement personnel.
  - Be located in sufficient space to establish inspection areas out of the traffic lanes and allow vehicles not selected for inspection to proceed with minimal delay and disruption. These inspection areas should allow for easy exit from, and reentry into, the flow of traffic.
  - Afford adequate visibility for approaching drivers and sufficient lighting within the checkpoint and inspection area.

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Table 9-1. Evidence collection guidelines

Item	***Collection Recommended Packaging***
Sharp glass, metal objects, and metal fragments	• Use tweezers to handle objects. • Be aware of possible fingerprints. • Collect glass on top of shoes or clothing or on the hair of a subject or victim. • Wrap items in paper or another cushioning material to protect sharp edges. • Place wrapped items in paper bags, and place bags in a rigid container.
Firearms	• Photograph weapons in place. Note the position of the safety, selector lever, and hammer (when possible); and add items to any sketches made. • Render weapons safe by removing all ammunition. Do not remove ammunition from loaded magazines. Ammunition may have latent prints. Save the ammunition as evidence (it may be useful for comparison analysis and may contain latent prints). • Handle firearms only on rough surfaces (to prevent damage to other latent evidence). • Record the manufacturer, model, and any serial numbers or other markings found. • Place firearms in a cardboard box or wrap them in paper. • Package ammunition similarly, but wrap it separately from the weapon.
Documents and drawings	• Photograph items in place (when possible), and add them to any sketches made. • Examine items for information on activity plans, personal contacts, handwriting samples, and other exploitable information. • Examine documents for fingerprints. Use care when handling (pick up by the edges to lessen the chance of disturbing latent evidence). • Seize paper pads that may contain indented writings. • Place items in a paper envelope or plastic bag and then in a cardboard box.

- Use any available dry, clean bag or box for field expediency.

Computers, laptops, digital cameras, and other electronic devices

- Photograph in place (when possible), and add to any sketches made.
- If a device is powered off, do not power on.
- Home computers: If on, observe open programs. If of evidentiary value, photograph and consult with digital forensic examiner. Otherwise, power off the system.
- Laptops: Same as above. Remove the battery then power cord if connected.
- Mobile devices: If possible, place in airplane mode or otherwise disconnect from network (faraday bag). Maintain power to the device and consult with digital forensic examiner.
- Package items in butcher paper.
- Do not tape items directly to the computer tower or laptop; only attach tape to the butcher paper.
- Place items in a cardboard box.

Note. Digital electronic items may have tracking capability that can allow them to be tracked by criminal or threat elements. These items should be placed in Farady bags or others shielded containers and transported to personnel trained in digital analysis as quickly as possible to expedite exploitation and to mitigate tracking threats.

Table 9-1. Evidence collection guidelines (continued)

Item Collection Recommended Packaging

Computers, laptops, digital cameras, and other electronic devices (continued)

- Collect USB devices, DVDs, CDs, memory cards, and passwords.

DVDs and CDs

- Photograph in place (when possible) and add them to any sketches made.
- Pick up items on the edges to avoid disturbing latent evidence.
- Place items in an envelope, paper CD envelope, or butcher paper; and place them in a cardboard box.
- Do not allow the tape to touch the DVDs or CDs.
- Prop up the evidence so that only the edges are touching the sides of the box.

Chemicals

- Do not collect CBRN hazards unless absolutely necessary. Obtain safety guidance from trained CBRN or HAZMAT personnel.
- Photograph items in place (when possible), and add them to any sketches made.
- Never mix chemicals.
- Place less than 5 mL (2–3 mL) of chemical sample into a sealed glass container, preferably with a polytetrafluoroethylenelined cap.
- Use trained personnel to retrieve and package chemical evidence.

Tobacco products and matches

- Examine items for DNA, saliva, latent prints, lip gloss, or lipstick.
- Examine matches for fingerprints and other evidence that is recoverable in a laboratory.
- Place items in a clean envelope or a druggist fold, seal it, and place it in a metal container.
- Use a clean glass jar or metal container for field expediency.

Biological material (saliva, semen, urine)

- Photograph items in place (when possible), and add them to any sketches made.
- Collect a dry sample by moistening a cotton swab.
- Prepare a moist or liquid sample by absorbing the substance onto a cotton swab. Allow to air dry.
- Dry samples in place inside a paper bag; or use clean paper, wrapped in another layer of clean paper.

Soils and minerals

- Dig soil and mineral samples from an outside area. Collect at least 4 ounces per sample.
- Examine carpet or other flooring, shovels and other tools, and various locations within a vehicle (accelerator, clutch, trunk, vehicle carpet) for soil samples.
- Place the sample in a small vial, jar, or clean metal can.
- Use any clean glass jar or metal container for field expediency.

Tools

- Photograph in place (when possible), and add them to any sketches made.
- Place the evidence in a cardboard box, ensuring that the working surface of the tool is protected

Toolmarks

- Photograph (when possible), and add them to any sketches made.
- Photograph in place (when possible), and add them to any sketches made.
- Collect the item, when possible.
- Cushion items with paper towels or cotton; place them in a cardboard box.
- Use any clean cardboard box for field expediency.

Chapter 9

. Evidence collection guidelines (continued)

Item Collection Recommended Packaging

Toolmarks (continued)

- Remove the toolmark if the toolmark is part of a larger item (door, window frame, fence, other marked object). Mark the edges cut by investigators.

Building materials (insulation, wood, roofing materials, ceiling particles)

- Collect samples of other material containing residue; gather as much of the damaged area or residue as possible.
- Package small trace evidence by putting it in a padded container or a druggist fold.
- Use clean toilet paper or paper towels (when necessary) as field-expedient packaging materials.
- Wrap larger samples in clean paper, and place them in a clean cardboard box.

Paint • Ensure that wet paint is dry before collection; scrape or cut it from the surface.

- Collect paint chips (about the size of a nickel) from the top layer of the original surface of the object painted. This may require cutting out the sample from the top all the way to the surface.
- Collect a full layer (to include the top layer) through the surface if there is damage to a wall.
- Collect small chips by placing them in a druggist fold and then place the paper in a larger envelope.
- Collect dried paint by scraping it into a druggist fold or seizing the entire substrate.
- Document the label with the color of the sample and layers of liquid within the sample.

Drugs and narcotics

- Photograph and sketch items in place.
- Do not try to process clandestine drug laboratories as they may have extremely dangerous chemicals and booby traps.

Note. A site that contains large amounts of drugs or narcotics is likely to have additional items related to that activity, including currency, weapons, business logs and other written records, and computers containing associated digital records.

- Ensure that pills are counted and placed in plastic or glass jars or pill boxes. Keep pill types separated.
- Ensure that plant material (biological substances) is not placed in plastic bags. Moisture within the material can cause mold if not packaged in breathable containers.

Wires, ropes, and cords

- Photograph in place (when possible), and add them to any sketches made.
- Ensure that smooth (plastic) material is examined for possible latent prints.
- Examine woven materials (rough surfaces) for evidence (skin cells [do not touch with bare hands]).
- Consider the possibility of biological material on ropes, cords, or wires.
- Do not untie knots. Cut away a section as far as possible from the knot.
- Collect small pieces by placing them in a druggist fold and then double-wrapping it in a larger envelope.
- Collect large sections by rolling them into wrapped paper and then placing them in an appropriately sized paper bag.
- Use any clean paper bag or cardboard box for field expediency.

Tape • Photograph in place (when possible), and add them to any sketches made.

- Place balls of tape on glass or hard plastic surfaces.
- Place tape in a clean cardboard box to preserve the nonstick side.

Table 9-1. Evidence collection guidelines (continued)

Item Collection Recommended Packaging

Tape (continued)

- Place unraveled tape with the sticky side on glass or a hard plastic surface to prevent smudging and smearing.
- Photograph in place (when possible), and add them to any sketches made.
- Place balls of tape on glass or hard plastic surfaces.
- Place unraveled tape with the sticky side on glass or a hard plastic surface to prevent smudging and smearing.
- Place tape in a clean cardboard box to preserve the nonstick side.

Burnt paper • Examine whether evidence needs to be handcarried to a laboratory or storage site.

Note. Burnt paper is difficult to collect without destroying it; sometimes burnt paper simply turns black instead of disintegrating.

- Place a piece of paper under the burnt paper.
- Place paper in a box padded with toilet paper or towels.

Postblast, and UXO sites

- Do not touch UXO or HAZMAT.
- Contact EOD or other specialized units that service such sites immediately.

NA

Legend:
CBRN
DNA
EOD
chemical, biological, radiological, and nuclear
deoxyribonucleic acid
explosive ordnance disposal
mL
NA
UXO
milliliter(s)
not applicable
unexploded ordnance

Note. Areas containing, or suspected of containing chemical, biological, radiological, nuclear, and explosives material or explosives should be secured and left for technical CBRN, EOD, or other experts to process. This includes unexploded ordnance or stockpiles of ammunition and explosives. Postblast sites also require specialized training and expertise to safely and effectively process. In contingency environments, command guidance, policy, and established procedures must be followed when determining the appropriate actions for these types of sites.

SEARCH METHODS

9-48. A variety of search methods can be employed at crime scenes and incident sites. The specific method used to process a particular site is based on the security of the United States. See FM 1-04.

A-14. The mission of judge advocates and supporting legal personnel is to provide professional legal services at all echelons of command. The Judge Advocate General is responsible for the overall supervision and administration of military justice within the Army. The commander is responsible for the administration of military justice in the unit and must communicate directly with the SJA about military justice matters.

A-15. There are three components of military justice, each with the following distinct functions:

- **SJA.** The SJA is responsible for military justice advice and services to the command. The SJA advises commanders concerning the administration of justice, the disposition of alleged offenses, appeals of nonjudicial punishment, and actions on courts-martial findings and sentences. The SJA supervises the administration and prosecution of courts-martial, prepares records of trial, manages the victim-witness assistance program, and performs military justice training.
- **Chief, United States Army Trial Defense Service.** The Chief, United States Army Trial Defense Service, exercises the supervision, control, and direction of defense counsel services in the Army. The judge advocates assigned to the United States Army Trial Defense Service advise Soldiers and represent them before courts-martial. These judge advocates also represent Soldiers in adverse administrative hearings.
- **Chief Trial Judge, U.S. Army Judiciary.** The Chief Trial Judge, United States Army Trial Judiciary, provides military judges for general and special courts-martial, supervises military judges, promulgates rules large.

CYBERCRIME

B-73. Cybercrimes are offenses targeting or using information technology. This includes computers, computer networks, and other telecommunication networks such as the Internet (chat rooms, emails, notice boards, and groups) and mobile phones. Such crimes may threaten not only individuals and groups but also a nation’s security and financial health. Cybercrimes can facilitate a variety of other criminal activities, including money laundering, extortion, fraud, racketeering, gambling, smuggling, and trafficking.

B-74. Criminals exploit the speed, convenience, and anonymity that modern technologies offer in order to commit a diverse range of criminal activities. The global nature of the Internet allows criminals to commit almost any online illegal activity anywhere in the world. In the past, cybercrime has been committed by individuals or small groups of individuals. However, an emerging trend is for criminal networks and criminally minded technology professionals to work together and pool their resources and expertise.

B-75. Cybercrimes include network intrusions, hacking attacks, malicious software, and account takeovers leading to significant data breaches affecting every sector of the world economy. Advances in computer and telecommunications technology and greater access to personal information via the Internet have created a virtual marketplace for transnational cyber criminals to share stolen information and criminal methodologies. The increasing level of collaboration among cyber criminals raises the level of potential harm to individuals, companies, and governments. Members of online forums discuss cybercrime topics of interest. Criminal purveyors buy, sell, and trade —

- Malicious software.
- Hacking services.
- Spamming devices.
- Personal identification information.
- Credit and debit card data.
- Bank account information.
- Brokerage account information.
- Counterfeit identity documents.
- Other forms of contraband.

B-76. Cybercrime falls into the following broad categories:

- Network intrusions and related offenses.
- National security, protective intelligence, insider threat, and defense industrial base related offenses.
- Financially motivated cyber offenses.

Computer Crimes

B-77. Computer crime refers to any crime that involves a computer or computer network. The computer or network may be the target, or it may be used in the commission of a crime, the primary target of which is independent of the computer network or device.

Crimes Targeting Computers

B-78. Criminals can cause damage intellectual property.

MONEY LAUNDERING

B-95. A criminal organization conducts money-laundering activities to transfer funds into the legitimate international financial system. Because of the legal restrictions levied by a governing authority, the organization must have a way of trans the governing authority does not have programs to help the farmer make profits legally and reminding the populace of the new medical clinic it built.

B-104. Various elements of information warfare can also be instrumental in other criminal activities. For instance, perception management and deception are related to fraud, including computer fraud. Information attack and computer warfare are parts of cybercrime.

TERRORISM

B-105. Terrorism is always illegal, whether conducted by insurgents, guerrillas, or criminals. When conducted.

INITIAL LAW ENFORCEMENT RESPONSE

C-4. A law enforcement patrol will typically be dispatched to the scene of an incident. Upon arrival at the scene, law enforcement patrol responsibilities can include—

- Maintaining radio \

responding law enforcement personnel is the safety of the public.

Developing and maintaining working partnerships with appropriate staffs, building managers, or administrators responsible for high-population areas (schools, shopping areas, hospitals) is essential in responding to critical incidents. Schools may be of specific concern due to the impact on children. Military police planners should coordinate with the

Diagrame installation militaire police

Police station commander   defense militaire engineering scop fram work,